NC Department of Public Instruction

2008 Agency Information Technology Plan

October, 2008

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Section 1 - Executive Summary

The Department of Public Instruction (DPI) 2008 Agency IT plan was developed to comply with the North Carolina General Statute 147-33.72B, which mandates that each Agency submit a technology plan to the State CIO by October 1 of each even-numbered year. This plan contains information collected about the following topics:

- The DPI business direction and the IT Strategy to support that direction,
- A summary of current IT Projects,
- Information about DPI's application portfolio,
- The Technology Services organization and practices,
- Technology Services current staffing resources and future staffing needs,
- A summary of IT economic-driven requirements and opportunities, and
- A summary of future IT Initiatives.

The DPI business direction was the key driver in the development of the IT Strategy for Fiscal Years 2009-10 and 2010-11. The business direction is influenced by the State Board of Education (SBE) mission, goals, objectives, and policies as well as Federal and State mandated requirements. The IT Strategy to support the business direction is summarized below:

1. Reduce user administration overhead by incorporating NCID into applications.
2. Improve data sharing and reuse by establishing an enterprise service bus for data exchange.
3. Implement an automated software testing solution and associated processes and procedures.
4. Dramatically enhance small application delivery timeframes using Oracle Application Express (APEX).
5. Implement standardized and collaborative development environment using GForge.
6. Standardize customer service and change management processes using IT Infrastructure Library (ITIL).
7. Create visibility of IT human resource activities using web timesheet.
8. Shift reporting responsibility from department/program applications to the Common Education Data Analysis and Reporting System (CEDARS).
9. Use the SAS toolset for data analytics and APEX for simple standard reporting.
10. Establish Unique Identifiers (UID) System for students and certified staff members who participate in the NC education system.
11. Optimize IT spending and leverage staffing by consolidating infrastructure assets (PCs, servers, networking equipment, etc.) with ITS.

DPI's current portfolio of 47 IT projects, 115 applications, and 7 future IT initiatives identified by the Agency Business Units will enable the Agency to fulfill its IT Strategy. These initiatives are:

1. New Assessment Development (ACRE)
2. Licensure Process Tools
3. NC WISE Next Generation
4. CEDARS Operations and Maintenance
5. Consolidated Federal Application (Lean Monitoring), SIP Document and Process Revisions, and Comprehensive Support Needs Assessment
6. Principal Leadership Evaluation/Teacher Evaluation
7. Alternative Regional Licensing Center

As of October 1, 2008, the DPI Technology Services Area is staffed by 157 permanent employees, 36 FTE contractors, and 27 part-time contractors to maintain the applications in its portfolio, support its IT infrastructure, implement its IT projects, and carry out the needed administrative functions of the area. DPI has identified 7 additional IT positions needed to sustain its current work as well as staff the future initiatives.

Section 2 - Plan of Action

I. DPI Business Direction

The mission of the Department of Public Instruction (DPI) is to help the State Board of Education (SBE) achieve its ambitious goals for students. DPI must focus its work, therefore, not only on meeting a number of State and Federal regulatory and administrative mandates, but also on creating or enhancing various discretionary programs designed to support local school systems in their efforts to promote high student achievement. To efficiently and effectively focus DPI resources, Agency leadership has clarified high-level Agency business goals and priority strategic drivers for Fiscal Year 2008-09. While subject to annual revision, these goals will guide Agency planning efforts for the foreseeable future. The goals and priority drivers that align with them are:

DPI Business Goals and Priority Drivers	
DPI Business Goals	**DPI Priority Drivers**
• Create and Run Effective Systems • Lead and Seed Innovation • Serve our Customers and Act with Conviction • Be the Go-to Organization in NC Public Education	• Provide Comprehensive Support to Districts and Schools • Plan and Implement Accountability and Content Revisions Effort (ACRE) • Support Implementation of New Principal and Teacher Standards • Complete Rollout (i.e., Wave 3) of NC Window of Information on Student Education (NC WISE) • Establish the NC Common Education Data Analysis and Reporting System (CEDARS)

Each DPI priority driver listed above contains significant technology infrastructure and/or application components. Accordingly, many of the current Information Technology (IT) projects and future IT initiatives listed in this document tie directly to these highest priority drivers. Listed projects and initiatives that do not appear to tie directly to the highest priority drivers either meet specific State or Federal mandates or increase Agency capacity or efficiency to enable efforts to complete the highest priority drivers.

II. DPI IT Strategy to Support Business Direction

The IT Strategy to support the DPI business direction is summarized below:

1. Reduce user administration overhead by incorporating NCID into applications.
2. Improve data sharing and reuse by establishing an enterprise service bus for data exchange.
3. Implement an automated software testing solution and associated processes and procedures.
4. Dramatically enhance small application delivery timeframes using Oracle Application Express (APEX).
5. Implement standardized and collaborative development environment using GForge.

6. Standardize customer service and change management processes using IT Infrastructure Library (ITIL).
7. Create visibility of IT human resource activities using web timesheet.
8. Shift reporting responsibility from department/program applications to the Common Education Data Analysis and Reporting System (CEDARS).
9. Use the SAS toolset for data analytics and APEX for simple standard reporting.
10. Establish unique identifiers (UID) System for students and certified staff members who participate in the NC education system.
11. Optimize IT spending and leverage staffing by consolidating infrastructure assets (PCs, servers, networking equipment, etc.) with ITS.

III. Business/IT Requirements Gathering Approach

This IT plan contains the DPI identified business initiatives by which the power and capabilities of information technology services could potentially provide a viable solution to support the business goals and objectives of the Agency. The following approach was taken to gather the business requirements/needs for the Agency:

- Joint Chairs sponsored the plan: Adam Levinson, Director of Policy and Strategic Planning, and Peter Asmar, Associate State Superintendent/Chief Information Officer (CIO), Technology Services.
- The NC WISE Program Director and staff as well as the Business Support Services/Program Management Office Division Director, Divisional CIOs, and their Business Support Services Teams (Accountability, Finance, Human Resources, Exceptional Children, Student Information/Enterprise Delivery, and Technology Services) met with the designated business representatives to gather and document the individual business needs/requests, which were consolidated into the plan.
- The Business Support Services/Program Management Office Division, the Office of the Chief Technology Officer (CTO), and their staff members collected information about current projects, the application portfolio, and the Technology Services organization and practices, which were consolidated into the plan.
- June Atkinson, State Superintendent; Adam Levinson, Director of Policy and Strategic Planning; and Peter Asmar, Associate State Superintendent/CIO for Technology Services reviewed and approved the contents of the plan for submission to the Office of Information Technology Services on October 1, 2008.
- For questions related to the 2008 DPI Agency IT Plan contact:
    - Peter Asmar, Associate State Superintendent/CIO for Technology Services at 807-3201, or via email at pasmar@dpi.state.nc.us.
    - Adam Levinson, Director of Policy and Strategic Planning at 807-3283, or via email at alevinson@dpi.state.nc.us.
    - Annette Murphy, Director of Business Support Services/Program Management Office of Technology Services at 807-3383, or via email at amurphy@dpi.state.nc.us.

Section 3 – Major Factors Influencing the Plan

Major factors influencing the plan consist of the State Board of Education's (SBE) mission, goals, objectives, and policies, and State and Federal governmental mandates. DPI is developing an enterprise governance structure through which a central decision-making body consisting of business and IT representation will regularly review and manage the Agency IT project portfolio to ensure that Agency resources are allocated in accordance with Agency strategic priorities. As part of the effort to develop this governance structure, other existing Agency project management functions, such as the Project Management Advisory Council (PMAC), will be reviewed and modified, as needed, to ensure the Agency has an efficient overall process for planning and implementing needed projects.

I. Mission, Goals, Objectives and Policies of the State Board of Education

The guiding mission of the SBE is that every public school student will graduate from high school, globally competitive for work and postsecondary education and prepared for life in the 21st Century. The SBE goals and objectives for future ready schools are summarized in the following table.

NC SBE Goals and Objectives	
NC SBE Goals	**NC SBE Objectives**
Goal #1: NC public schools will produce globally competitive students.	**1.1** Every student excels in rigorous and relevant core curriculum that reflects what students need to know and demonstrate in a global 21st Century environment, including a mastery of languages, an appreciation of the arts, and competencies in the use of technology.
	1.2 Every student's achievement is measured with an assessment system that informs instruction and evaluates knowledge, skills, performance, and dispositions needed in the 21st Century.
	1.3 Every student will be enrolled in a course of study designed to prepare them to stay ahead of international competition.
	1.4 Every student uses technology to access and demonstrate new knowledge and skills that will be needed as a life-long learner to be competitive in a constantly changing international environment.
	1.5 Every student has the opportunity to graduate from high school with an Associates Degree or college transfer credit.
Goal #2: NC public schools will be led by 21st Century professionals.	**2.1** Every teacher will have the skills to deliver 21st Century content in a 21st Century context with 21st Century tools and technology that guarantees student learning.
	2.2 Every teacher and administrator will use a 21st Century assessment system to inform instruction and measure 21st Century knowledge, skills, performance, and dispositions.
	2.3 Every education professional will receive preparation in the interconnectedness of the world with knowledge and skills, including language study.
	2.4 Every education professional will have 21st Century preparation and access to ongoing high quality professional development aligned with State Board of Education priorities.
	2.5 Every educational professional uses data to inform decisions.
Goal #3: NC public school students will be healthy and responsible.	**3.1** Every learning environment will be inviting, respectful, supportive, inclusive, and flexible for student success.
	3.2 Every school provides an environment in which each child has positive, nurturing relationships with caring adults.
	3.3 Every school promotes a healthy, active lifestyle where students are encouraged to make responsible choices.
	3.4 Every school focuses on developing strong student character, personal responsibility, and community/world involvement.
	3.5 Every school reflects a culture of learning that empowers and prepares students to be life-long learners.

NC SBE Goals and Objectives	
NC SBE Goals	**NC SBE Objectives**
Goal #4: Leadership will guide innovation in NC public schools.	**4.1** School professionals will collaborate with national and international partners to discover innovative transformational strategies that will facilitate change, remove barriers for 21st Century learning, and understand global connections. **4.2** School leaders will create a culture that embraces change and promotes dynamic continuous improvement. **4.3** Educational professionals will make decisions in collaboration with parents, students, businesses, education institutions, and faith-based and other community and civic organizations to impact student success. **4.4** The public school professionals will collaborate with community colleges and public and private universities and colleges to provide enhanced educational opportunities for students.
Goal #5: NC public schools will be governed and supported by 21st Century systems.	**5.1** Processes are in place for financial planning and budgeting that focuses on resource attainment and alignment with priorities to maximize student achievement. **5.2** Twenty-first century technology and learning tools are available and are supported by school facilities that have the capacity for 21st Century learning. **5.3** Information and fiscal accountability systems are capable of collecting relevant data and reporting strategic and operational results. **5.4** Procedures are in place to support and sanction schools that are not meeting State standards for student achievement.

In addition, the official policies of the SBE are a significant factor in DPI's Agency IT Plan. These policies are intended to move DPI forward toward the full implementation of the Excellent Schools Act and The ABCs of Public Education and in keeping with the Board's mission and priorities. The SBE policies can be found at the following link: http://sbepolicy.dpi.state.nc.us.

II. Governmental Mandates

The following table summarizes the Federal and State Mandates met through the projects and initiatives for the 2008 Agency IT Plan. The specific projects meeting each of these mandates are referenced in Section 5: Appendix I - Summary of Governmental Statutory Requirements/SBE Goals/Objectives Fulfilled by Projects.

Referenced Federal and State Mandates	
Federal Mandates	**State Mandates**
Federal Register: January 25, 2007 (Volume 72, Number 16), Rules and Regulations Pages 3697-3703	North Carolina General Statute 147-33
No Child Left Behind Act of 2001 (NCLB), Public Law 107-110, which includes McKinney Vento Act and all Title Programs	North Carolina General Statute 115C
Child Nutrition and WIC Reauthorization Act of 2004, Public Law 108-265, Section 126	North Carolina General Statute 1743
Family Educational Rights and Privacy Act (FERPA) (20 U.S.C. § 1232g; 34 CFR Part 99)	North Carolina General Statute 15C
The Privacy Act of 1974, 5 U.S.C. § 552a	North Carolina State Law 2007-323 sec 7.28a-f
Richard B. Russell National School Lunch Act, 79 Public Law 396, 60 Stat. 230	North Carolina State Law 2006-09
Carl D. Perkins Career and Technical Education Act of 2006, Public Law 109-270	North Carolina State Law 2006-66
Office of Management and Budget (OMB) Race and Ethnic Standards for Federal Statistics and Administrative Reporting, Statistical Policy Directive No. 15	North Carolina State Law 2005-414
Individuals with Disabilities Education Improvement Act (IDEA) of 2004 Re-authorization, Public Law 108-446, http://idea.ed.gov/	North Carolina Law 2008-107

III. Other Factors

The DPI Business Units and programs currently evaluate IT needs according to the following criteria:

- Enterprise – meaning the request would serve/benefit the entire Agency/enterprise and the customers they serve.
- Self-contained – meaning the request would serve/benefit the specific/unique Business Unit or units within a particular area/division and the customers they serve.

The Project Management Advisory Council (PMAC), which consists of the CIO, CTO, Business Support Services/PMO Director, Divisional CIO (DCIO), other Technology Services Management staff, an NC WISE representative, the Enterprise Project Management Office (EPMO) Project Management Advisor (PMA), DPI IT Procurement Specialist, and DPI Finance Representative, currently provides guidance and approves the project blueprint for all (enterprise and self-contained) projects.

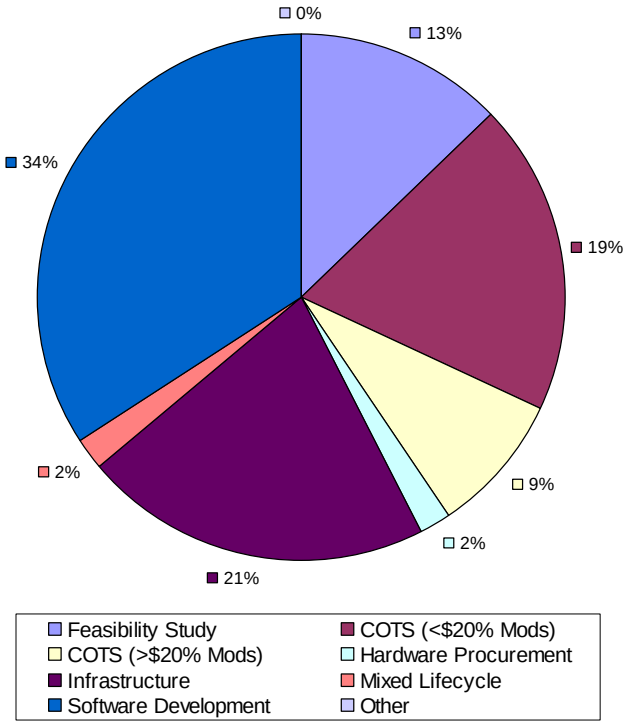
DPI is developing an enterprise governance structure through which a central decision-making body consisting of business and IT representation will regularly review and manage the Agency IT project portfolio to ensure that Agency resources are allocated in accordance with Agency strategic priorities. As part of the effort to develop this governance structure, other existing Agency project management functions, such as the Project Management Advisory Council (PMAC), will be reviewed and modified, as needed, to ensure the Agency has an efficient overall process for planning and implementing needed projects.

Section 4 - Detailed Plan

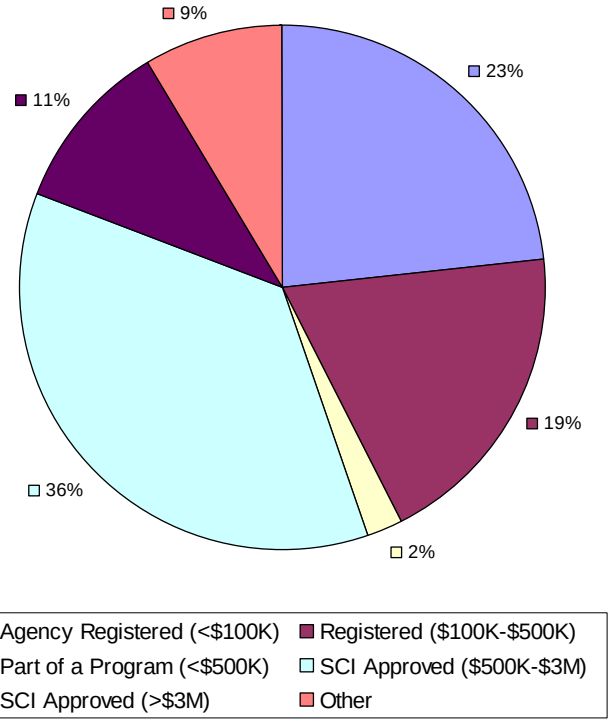
I. Current Projects

As of October 1, 2008, DPI has 47 active projects as represented in the two charts below. The first chart reflects the project types as specified in the Project Portfolio Management (PPM) tool. The second chart depicts the Total Cost of Ownership (TCO) categories of projects as defined in the PPM tool.

IT Projects by Project Type



IT Projects by Project Range



The current IT projects are organized into the following IT Divisions/Programs: NC Window of Information on Student Education (NC WISE), Common Education Data Analysis and Reporting System (CEDARS), Instructional Services/Enterprise Service (IS/ES) Delivery, Legacy Upgrades, Accountability Services Delivery, Finance Services Delivery, Statewide Connectivity (SCI), Human Resource Management Services (HRMS) Delivery, Exceptional Children Services (ECS) Delivery, Infrastructure, and Other.

For each current project, its priority, funding, staff resources, schedule, and scope are described in the following sections. The specific projects for some of the major programs, such as NC WISE and Exceptional Children, are noted in the scope information for that program rather than as a separate line item for each project. Please refer to Appendix I – Summary of Governmental Statutory Requirements/SBE Goals/Objectives Fulfilled by Projects of this document for a summary of governmental statutory requirements, business goals and SBE goals and objectives fulfilled by projects.

1. The NC Window of Information on Student Education (NC WISE) Current Projects

NC WISE Current Projects					
Project Name	**Priorities**	**Funding**	**Staff Resources**	**Schedule**	**Scope**
NC WISE	Completing rollout of NC WISE (i.e., Wave 3) continues to be the most important IT project for the DPI.	NC WISE is within the funding allocations for the program. This was accomplished as the program was re-baselined with the termination of the IBM contract prior to Wave 2 and 3. Wave 2 and Wave 3 Year 1 were completed on schedule and within budget. Wave 3, Year 2 is in process and within budget.	Staff was added when the program was re-baselined with the termination of the IBM contract prior to Wave 2. During Wave 3 training resources and their costs were realigned from AAL, our software vendor, to our own DPI contracted employees that resulted in considerable savings over our original plans.	Wave 2 was completed on time during the 2006-07 school year. Wave 3 Year 1was completed during the 2007-08 school year. The final deployment, Wave 3 year 2, is underway and scheduled to complete June 30, 2009 per the SBE Policy EEO-C-018. This is the final year of deployment. The Wave 3 Year 2 Deployment Schedule is on the ncwise.org website at: http://www.ncwise.org/documents/ncwise/readiness_deployment/wave3/Training_yr2/Calendar_W3Y2_070108a.pdf.	The scope of the NC WISE program has not changed, which is to deploy the student information system to all K-12 Public Schools and Charter Schools in North Carolina by June 30, 2009. 155 LEAs and Charters are on NC WISE. 57 LEAs and Charters will be converted from SIMS to NC WISE during Wave 3 Year 2 deployment. In addition, Wake and Charlotte will be consolidated with the statewide NC WISE implementation. Current active projects are eSIS Transcript Enhancement, Ad Hoc Reporting State Rollout, NC WISE 2008 Hardware Upgrade, NC WISE Wave 3 Deployment, NC WISE Reporting, and Parent Portal – Phase 1.

2. Common Education Data Analysis and Reporting System (CEDARS) Current Projects

CEDARS Current Projects					
Project Name	**Priorities**	**Funding**	**Staff Resources**	**Schedule**	**Scope**
Unique Identifier for the Education Community (UID)	#1 priority of 4 CEDARS projects and has high visibility across the Agency leadership levels. The CEDARS Program is part of DPI's top 5 priorities.	Currently fully funded through the CEDARS program.	The 4 CEDARS projects currently have 7 fulltime internal resources assigned and a contract Program Manager. The plan is to apply 1 additional time-limited fulltime (analyst) internal resource. 15 Agency contributor resources are assigned at 5 - 40% to ensure stakeholder data integrity and enterprise considerations. Boston Consulting Group (BCG), working under a Gates Foundation Grant, is providing advisory services to the CEDARS program.	The project is slated for closure on August 2009.	This project satisfies the business goal of providing a system to assign state-level unique identifiers to both Students and Education Staff within North Carolina.
Statewide Longitudinal Data System (SLDS) Core Data Warehouse Project and Reporting Project	#2 and #3 priority of 4 CEDARS projects. The CEDARS Program is part of DPI's top 5 priorities.	Same as noted above.	Same as noted above.	The projects are slated for closure on July 2010.	This project will identify all data elements required to produce the EDEN Data submission (EDFacts); research and define the required interfaces for all source systems (roughly 23 systems) to CEDARS required to produce the EDEN Data submission (EDFacts); implement the BASE SLDS data warehouse; and integrate with the UID. The planned solution is to utilize Oracle technologies. The Reporting Project will procure a solution to enrich the data in the CEDARS data warehouse to include additional data elements from the initial 23 source systems used to populate the warehouse and will provide additional data elements from 6 additional source systems. This project will also build roughly 60 standard reports from the data in the CEDARS data warehouse and will install basic data analytic software to enable detailed analysis of the data in the CEDARS data warehouse.

CEDARS Current Projects					
Project Name	**Priorities**	**Funding**	**Staff Resources**	**Schedule**	**Scope**
Enterprise Services (ES)	#3 priority of 4 CEDARS projects. The CEDARS Program is part of DPI's top 5 priorities.	Currently fully funded through the CEDARS program.	Same as noted above.	The project is slated for closure on May 2009.	This project will gather data transport and interface requirements from roughly 23 source systems, and will develop 1 or multiple file transfer mechanisms and a messaging interface to move data from the source systems into the CEDARS data warehouse. This project will also use the Oracle SOA suite of tools to build the middleware infrastructure and enterprise services to accomplish this objective. This project will build the infrastructure only. The CEDARS SLDS Core Data Warehouse and Reporting projects will use this infrastructure to accomplish their project objectives.

3. Instructional Services/Enterprise Service (IS/ES) Delivery Current Projects

IS/ES Current Projects					
Project Name	**Priorities**	**Funding**	**Staff Resources**	**Schedule**	**Scope**
Consolidated Federal Data Collection (CFD)	#1 priority IS/ES project for the Academic Services & Instructional Support Area.	The Agency has approved funding allocations for this program to includes funding from various business entities and resources.	External and internal resources as identified in the staffing plan are required to support this project. DPI will adjust staffing priorities as necessary.	This project is scheduled for delivery June 2009.	This project will deploy the CFD Collections System to the LEAs/schools and will migrate existing applications to the APEX environment hosted at ITS.
Grant Management System (GMS)	#2 priority IS/ES project for Academic Services & Instructional Support Area.	The Agency is seeking funding allocations for the Agency-wide GMS program, from various business entities and resources.	Same as noted above.	This project was scheduled for the Fiscal Year 08; however, due to funding constraints the project has been put ON HOLD until those funds have been identified.	The project will obtain and deploy a regulatory-compliant tool to expedite Federal and State grant application processes to all NC K-12 Public Schools and Charter Schools. The current existing LPS Grants and Exceptional Children Grants systems will be modified to include Federal mandates as an interim solution for these existing systems until the enterprise-wide solution is complete.
Consolidated Federal Monitoring (CFM)	#3 priority IS/ES project for the Academic Services & Instructional Support Area.	The Agency is seeking funding allocations for the Agency-wide CFM program, from various business entities and resources.	Same as noted above.	This project is scheduled for Fiscal Year 09.	This project will obtain and deploy an application that will assist Federal monitoring process for all NC K-12 Public Schools and Charter Schools receiving Federal funds.

IS/ES Current Projects					
Project Name	**Priorities**	**Funding**	**Staff Resources**	**Schedule**	**Scope**
Computerized Instructional Management System (CIMS) Pilot	#1 priority IS/ES project for the Career and Technical Education Division.	This project is be funded by a Federal grant from the government and DPI. If the pilot is successful, the Business Unit will need to determine how to fund a statewide implementation.	Most of the resources are internal staff; however, a vendor will be pursued to provide the application. The RFP is currently being reviewed by DPI legal and IT Procurement.	This project is scheduled to end in June, 2009. A schedule has not been finalized yet.	The scope of this project is to procure and pilot a web-based online instructional and paper-based Computerized Instructional Management System to replace the legacy applications CMS95, TestMate Clarity, and iDEA as well as meet the increasing accountability standards. The new system must manage test generation, test administrations, data collection, data validation, data reporting, item bank creation, item bank reliability, and item bank validation for Career Technical Education (CTE). The system must also manage CTE curriculum assessment item banks, scan and score student assessments, manage State and local assessments process, import student demographics, and export student data for analysis and reporting. The system will be piloted in 24 NC High Schools. At the end of the pilot, a go/no go decision will be made by CTE and DPI Agency stakeholders concerning a statewide implementation.

4. Legacy Upgrades Current Projects

Legacy Upgrades Current Projects					
Project Name	**Priorities**	**Funding**	**Staff Resources**	**Schedule**	**Scope**
Education Directory & Demographic Information Exchange (EDDIE)	#1 priority for Legacy upgrades.	State funding is appropriated for legacy migration efforts.	This project is utilizing a contract PM and internal resources.	Delivery of the new application is tentatively slated for the end of November 2008.	The scope of this project, formerly known as School Name and Address (SNA), is to replace the legacy application with less costly technology.
School Insurance	#2 priority for Legacy upgrades.	Same as noted above.	Staffing needs are unclear at this point. Requirements will be documented by internal staff. A contract PM is managing this project.	Delivery of the new application is tentatively slated for the end of June 2009.	The scope of this project is to replace the legacy application with modern day technology. The Agency is analyzing buy vs. build data to decide course of action.

Legacy Upgrades Current Projects					
Project Name	**Priorities**	**Funding**	**Staff Resources**	**Schedule**	**Scope**
Career Technical Education (CTE) Reporting & Analysis System	#3 priority for Legacy upgrades.	Same as noted above.	This project is utilizing contractor and internal resources.	Delivery of the new application is tentatively slated for the end of October 2008.	The scope of this project is to replace the legacy application with less costly and modern day technology.
Grade, Race, and Sex (GRS)	#4 priority for Legacy upgrades.	Same as noted above.	Same as noted above.	Analysis is being performed to identify if application is still needed.	The scope of this project is to replace the legacy application with less costly technology.
Dropout Reporting and Analysis System	#5 priority for Legacy upgrades.	Same as noted above.	Same as noted above.	Delivery of the new application is tentatively slated for the end of November 2008.	The scope of this project is to replace the legacy application with less costly technology.
Academically or Intellectually Gifted (AIG) Headcount	#6 priority for Legacy upgrades.	Same as noted above.	Same as noted above.	Delivery of the new application is tentatively slated for the end of November 2008.	The scope of this project is to replace the legacy application with less costly technology.
Budget Allotments	#7 priority for Legacy upgrades.	Same as noted above.	Same as noted above.	Delivery of the new application is tentatively slated for the end of June 2009.	The scope of this project is to replace the legacy application with less costly technology.
Salary System	#8 priority for Legacy upgrades.	Funding is to be determined. It will be based on remaining legacy funds after higher priority legacy projects are completed.	To be determined.	To be determined.	The scope of this project is to replace the legacy application with less costly technology. This application may grow in size and scope to include financial forecasting capabilities.
Data Collection Process (DCP) – Individuals with Disabilities Education Act (IDEA)	#9 priority for Legacy upgrades.	Same as noted above.	To be determined.	To be determined.	The scope of this project is to replace the legacy application with modern day technology. This application may have its functional requirements served by another project CIMS, which is underway.

5. Accountability Services Delivery Current Projects

Accountability Services Delivery Current Projects					
Project Name	**Priorities**	**Funding**	**Staff Resources**	**Schedule**	**Scope**
Grade 7 Online Writing Pilot	#1 priority for the Accountability Projects. Immediate need as specified in the SBE Framework for Change.	This project is funded per the existing contract with the NCSU Center for Urban Affairs and Community Services Technical Outreach for Public Schools (TOPS).	This project is utilizing TOPS contractor and internal staff.	Completion of the pilot tentatively slated for the end of June 2009.	The scope of this project is to pilot an online writing test for Grade 7 in 17 LEAs using Moodle tool and hosting at TOPS.
Accountability, Basics, Control (ABC) Tools	The priority for this project will be determined by the SBE Framework for Change.	No additional funding has been requested to expedite transition of ABC Tools to a totally web interface application.	This project is utilizing internal employees from the Accountability Services Delivery Team.	All functionality except pre-coding and MySQL interfaces is scheduled to be delivered June 2009. A second phase will be needed to transition the remaining functions.	ABC Tools is evolving from a desktop application to an online web-based APEX application. The existing ABC Tools has multiple functions in multiple applications. The new ABC Tools will replace the existing reporting function. Another function of the existing ABC tools is pre-coding of answer sheets, which could move to WinScan. Another function of the existing ABC Tools is the MySQL user interface, which will be converted to a different platform.
WinScan	Same as noted above.	No funding has been identified.	Same as noted above.	To be determined.	WinScan is a windows client application with interfaces to a dedicated scanning hardware system. The base language is Delphi. Staff to support WinScan is highly specialized. Only 1 person on the Accountability Services Delivery Team has that skill set. It is critical that another person be trained, or that the program be converted to a supportable environment.
Data Collection, Validation and Reporting (DCVR)	Same as noted above.	Business Unit will fund any contract staff.	Staffing has not been identified. Possibilities are procuring contract staff or hiring additional staff. Skills are essential to grow/ maintain the architecture.	Phase 1 is to move the Oracle database and APEX applications to ITS ASAP. Phase 2 is to convert and redesign the ETL and validation and the MySQL databases. Phases 1 and 2 will occur concurrently.	The DCVR system should be re-architected to take advantage of the hosting opportunities at ITS, which includes backup and recovery mechanisms for Disaster Recovery. Additional mandated requirements for accessibility of the data will be included. Oracle DBA training/ certification must be provided for current staff.
Online Testing Irregularity Submission System (OTISS) – NCID Integration	NCID integration and hosting at ITS are required for new statewide applications.	Same as noted above.	This project is utilizing internal employees from the Accountability Services Delivery Team staff; less than 0.5 FTE.	The integration and rollout is tentatively slated for completion by the end of October 2008.	The scope of this project is to integrate NCID authentication into the OTISS application, rollout statewide, and migrate to the J2EE / APEX environment at ITS.

6. Finance Services Delivery Current Projects

Finance Services Delivery Current Projects					
Project Name	**Priorities**	**Funding**	**Staff Resources**	**Schedule**	**Scope**
Child Nutrition Direct Certification/ Verification (DCV)	This is a high priority for the Child Nutrition Services Section of the Financial and Business Services Division.	The project is funded via an USDA grant for the automation of the DCV process. The project is currently within the allotted budget.	This project is utilizing a contract PM, 2 contract APEX developers, and a contract QA resource. Internal staff also serve on the project team.	The project has been re-baselined due to a resource shortage. The project is currently on schedule and is targeted for completion in December 2008.	The scope of this project is to deploy an automated DCV system that supplies School Lunch data for all K-12 Public Schools and Charter Schools in North Carolina.
Child Nutrition Coordinated Review Effort (CRE)	Same as noted above.	This is a fixed cost project funded with Federal Child Nutrition funds.	This project is utilizing a contract PM and external resources provided by the vendor, Colyar.	The project is scheduled to be completed November 2008.	The scope of this project includes the following modules: E-mail distribution, Training Registration, CRE Module, Payment Summary Report, Statewide Earnings, Cumulative Reimbursement Report (SSFSP), Cumulative Reimbursement Report (SMP), Fresh Fruit and Vegetable Program, and YTD Reporting (FC1-A).

7. Statewide Connectivity Initiative (SCI) Current Projects

Statewide Connectivity Initiative (SCI) Current Projects					
Project Name	**Priorities**	**Funding**	**Staff Resources**	**Schedule**	**Scope**
Establish K-12 Common Network	#1 priority of the 6 SCI projects.	This project is funded per NCSL 2006-66 and is staying within the funding allocation of the program.	A DPI PM and the K-12 Connectivity Services Director are the internal resources assigned to the project. The external resources are assigned MCNC staff and an ITS PM.	The project is slated for completion in January 2009.	The scope of this project is to: connect 115 LEAs, Charter Schools and 3 Governors Schools to the NC Education Network; perform Priority One K-12 School LAN Health Assessments; establish Network Monitoring Service to LEAs; connect the K-12 Schools to the LEA hubs as they join the network; and deploy 4 approved Connectivity Pilots encompassing the identified 23 LEAs.
Technology Master Plan	#2 priority of the 6 SCI projects.	Same as noted above.	A PM is the only internal DPI staff. The external resources are being delivered through a contract with Gartner.	The project is slated for completion in October 2008.	The scope of this project encompasses the planning process for LEAs and developing a master plan for the State Agency. Participants from the department and external education stakeholders (such as Governor's office, and University System) will provide input on the education related IT initiatives. This does not include developing the plans for the LEA.

Statewide Connectivity Initiative (SCI) Current Projects					
Project Name	**Priorities**	**Funding**	**Staff Resources**	**Schedule**	**Scope**
Implement E-Rate Support Service	#3 priority of the 6 SCI projects.	Same as noted above.	A DPI PM and the K-12 Connectivity Services Director are the internal resources utilized for the project.	The project is slated for completion in June 2009.	The scope of this project is to provide an E-Rate support service by which the State can best leverage 3rd party funding to help subsidize the network infrastructure costs, and to provide a support service by which LEAs can best leverage 3rd party funding to help subsidize the network and telecom services costs that support its administrative and educational infrastructure. The project will eliminate funds paid by LEAs to 3rd party contractors to file E-Rate documents by providing a DPI-staffed support service to establish/maintain a State E-Rate clearinghouse of best practices for filing, audits and appeals.
Implement DPI Network Engineering Support Service	#4 priority of the 6 SCI projects.	Same as noted above.	Same as noted above.	The project is slated for completion in June 2009.	The scope of this project is to identify and hire additional DPI staff to assist the K-12 LEAs with network management, support, and planning. The project will also define and document a support service communications plan, a service organizational plan, a service utilization training plan, and best practices/processes for network management, support and planning. It will also define and establish a service governance model.
Identify and Prioritize Core Services	#5 priority of the 6 SCI projects.	Same as noted above.	A DPI PM and the K-12 Connectivity Services Director are the internal resources utilized for the project. The external resources are being delivered from NCSU Friday Institute.	The project is slated for closure in January 2009.	The scope of this project is to identify, document and prioritize a set of value-added network services to improve the operational efficiency within and among the LEAs and Charter Schools connected to the NC Education Network.
Statewide Connectivity Initiative (SCI)	#6 priority of the 6 SCI projects.	Same as noted above.	A DPI PM, the K-12 Connectivity Services Director, and assigned K-12 Connectivity Consulting staff are the internal resources. Assigned Friday Institute staff are the external resources.	The project is slated for closure in January 2009.	The scope of this project is to deliver overall governance and implementation for collaboration, organization and funding plans.

8. Human Resources Management Services (HRMS) Delivery Current Projects

Human Resources Management Services (HRMS) Delivery Current Projects					
Project Name	**Priorities**	**Funding**	**Staff Resources**	**Schedule**	**Scope**
Licensure	Priorities are defined and established by the CFO and the Licensure Section Chief. The priorities can be based on Federal or State mandates, NC SBE policies, and compelling needs of the LEAs.	Federal.	This project is utilizing internal employees from the HRMS Delivery Team.	Delivery schedule will be determined by the customer. Initiatives are anticipated to occur during the 2008-2009 and 2009-2010 fiscal years.	The scope of the Licensure effort is Experience Grid Change, Race/Ethnicity Enhancements (Federal mandate), Cosmetic Changes to LMS, Add Popup warnings for policies, Word merge form letters, Fix Fees and Indexing, Modify Licsalweb Screens and Split Lic_sal Database.
Teacher Retention	Priorities are defined and established by the CFO and the Teacher Retention Section Chief. The priorities can be based on Federal or State mandates, NC SBE policies, and compelling needs of the LEAs.	Same as noted above.	Same as noted above.	Same as noted above.	The scope of the Teacher Retention effort is National Board for Professional Teaching Standards (NBPTS) Modification and Byrd Modification.
Human Resource Management System (HRMS): Applicant/LEA System	HRMS priorities are defined and established by the HRMS Steering Committee, who serve as the representatives for all HRMS-subscribing LEAs. The priorities can be based on Federal or State mandates, NC SBE policies, and compelling needs of the LEAs.	HRMS will continue to be funded by both receipt-funding and state funding. The LEAs, via subscription fees, fund 8 of the positions supporting the system. State funding subsidizes the remaining 4 positions and the infrastructure costs to support the application.	The last staff adjustment was performed 2 years ago, with increased receipt-funding to support the addition of more positions. There has been discussion of adding an internal FTE PM to support the HR Service Delivery Team, but requirements/ funding have not been determined.	HRMS Applicant/LEA delivery schedule will be prioritized subject to legislative mandates/policies. Initiatives are anticipated to occur during the 2008-2009 and 2009-2010 fiscal years.	The HRMS program serves to meet the human resource management needs of all NC K-12 public schools by accommodating the complete Human Resource (HR) cycle of the LEAs: from the application process through hiring, employment, benefits, evaluation, and reporting. It integrates with vendor-supplied payroll systems used by LEAs, eliminating redundant data entry and maintenance. The scope includes Race/Ethnicity Enhancements (Federal mandate), Continuation of HRMS Payroll Interface Initiative, Update New Hire Module to include Payroll Interface changes, Update HRMS Contracts Mass Update Module, Review and redesign of HRMS Security Module, Staff Action Module redesign, and HRMS Applicant System Maintenance.

Human Resources Management Services (HRMS) Delivery Current Projects					
Project Name	**Priorities**	**Funding**	**Staff Resources**	**Schedule**	**Scope**
Human Resource Management System (HRMS): Reporting	Same as noted above.	Same as noted above.	Same as noted above.	The HRMS Reporting schedule will be prioritized subject to legislative mandates/policies. Initiatives are anticipated to occur during the 2008-2009 and 2009-2010 fiscal years.	The HRMS program serves to meet the human resource management needs of all NC K-12 public schools by accommodating the complete Human Resource (HR) cycle of the LEAs: from the application process through hiring, employment, benefits, evaluation, and reporting. It integrates with vendor-supplied payroll systems used by LEAs, eliminating redundant data entry and maintenance. The scope includes support of Applicant/LEA changes with impacts to HRMS Reporting, review/update HRMS Professional Development Reports, review/re-write HRMS Teacher Turnover Reports, and review/re-write HRMS Beginning Teacher Reports.

9. Exceptional Children Services (ECS) Delivery Current Projects

Exceptional Children Services (ECS) Delivery Current Projects					
Project Name	**Priorities**	**Funding**	**Staff Resources**	**Schedule**	**Scope**
Comprehensive Exceptional Children Accountability System (CECAS)	The CECAS system is one of the top ten DPI projects.	The primary source of funding for CECAS is the Federal government.	CECAS has converted 4 contractor positions to permanent State employee positions and will finalize the staffing transitions of contract staff to permanent staff in accordance with the published plan. The project team also includes a contract PM provided via contract with ITS and external development resources provided by the vendor.	The plan for Group 3 of the CECAS enhancements is scheduled for completion in June 2009. The project has been placed on ON HOLD. DPI is in the process of de-scoping the remaining contract deliverables to be deployed by 2009.	The current CECAS scope includes the capabilities for case management, Individual Education Plans (IEPs) and accountability reporting for Special Education pre-K through grade 12 students attending NC schools to support compliance with Federal mandates. The original CECAS scope included a Medicaid Billing Enhancement to enable LEAs to support Medicaid billing and reporting for special education services at the NC public and Charter Schools. However, the Medicaid billing and reporting capability was removed from the scope, which resulted in increased costs to the LEAs because many LEAs use 3rd-party vendors to perform Medicaid billing. Some smaller LEAs do not bill Medicaid for reimbursement due to the complexity and staff requirements.

Exceptional Children Services (ECS) Delivery Current Projects					
Project Name	**Priorities**	**Funding**	**Staff Resources**	**Schedule**	**Scope**
					There is no mandate that all NC LEAs use CECAS: 5 large LEAs have CECAS-like systems purchased with local education funding.
Exceptional Children Processes Management System (ECPMS) Strategic Planning Project	Same as noted above.	Same as noted above.	The project team includes DPI internal resources and a contract PM provided via contract with ITS.	This project is slated for completion in October 2008	This project was initiated to resolve the negative financial impacts of the decrease in CECAS scope, and the non-CECAS use by some LEAs. The project objectives are to: form an ECPMS Executive Steering Committee (ESC) with representation from all LEAs; develop an approved set of EC system Business Requirements; determine alternative technical solutions to meet those needs; and provide a recommendation to the ESC to obtain the proposed solution(s).
CECAS Training/QA Move to Western Data Center (WDC)	Same as noted above.	Same as noted above.	Same as noted above.	This project is slated for completion in October 2008	The Comprehensive Exceptional Children Accountability System (CECAS) QA and Training environments are currently hosted at the MCNC in RTP, NC. The MCNC lease held by ITS expires at the end of August 2008. Therefore, the CECAS QA and Training environments must be moved to the ITS Western Data Center (WDC).

10. Infrastructure Current Projects

Infrastructure Current Projects					
Project Name	**Priorities**	**Funding**	**Staff Resources**	**Schedule**	**Scope**
Heat to Remedy Migration	High priority due to lack of support for existing HEAT system.	Existing annual funding was allocated for the software (HEAT). Additional funding will be secured to offset any differences in amounts.	This project utilizes an Internal DPI staff (10 FTEs.)	This project is slated for completion in January 2009.	This project will migrate the current HEAT ticket system to the ITS Remedy solution. The scope is limited to implementation of Remedy application and training.
NetView and Systems Network Architecture (SNA) Migration	High priority to ITS and DPI due to monthly costs.	Fully funded.	This project utilizes internal DPI staff, (3 FTEs.)	This project is to be completed in September 2008.	The scope of this project is limited to migrating all LEAs from the SNA network to using Internet for file transfer.

Infrastructure Current Projects					
Project Name	**Priorities**	**Funding**	**Staff Resources**	**Schedule**	**Scope**
Textbook Warehouse Technology Upfit	High priority	Fully funded.	This project utilizes internal DPI staff (1 FTE).	To be completed in October, 2008.	The scope of this project is installing a LAN/Internet/Telco infrastructure and transitioning Desktop Support to ITS.
NetView and Systems Network Architecture (SNA) Migration	High priority to ITS and DPI due to monthly costs.	Fully funded.	This project utilizes internal DPI staff (3 FTEs).	This project is to be completed in September 2008.	The scope of this project is limited to migrating all LEAs from the SNA network to using Internet for file transfer.
J2EE Environment Refresh	High priority, but currently low urgency until January 2009.	Fully funded.	To be determined. Project is currently on hold.	This project is slated for completion in September 2009.	Purchase one year of extended maintenance, evaluate virtualization feasibility, build new environment, and migrate to production.
Authentication /Integration with NCID (Single Sign-On)	To be determined.	To be determined.	To be determined.	To be determined.	The scope of this project includes Authentication/Integration with NC ID for DPI as well as the LEAs.

11. Other Current Projects

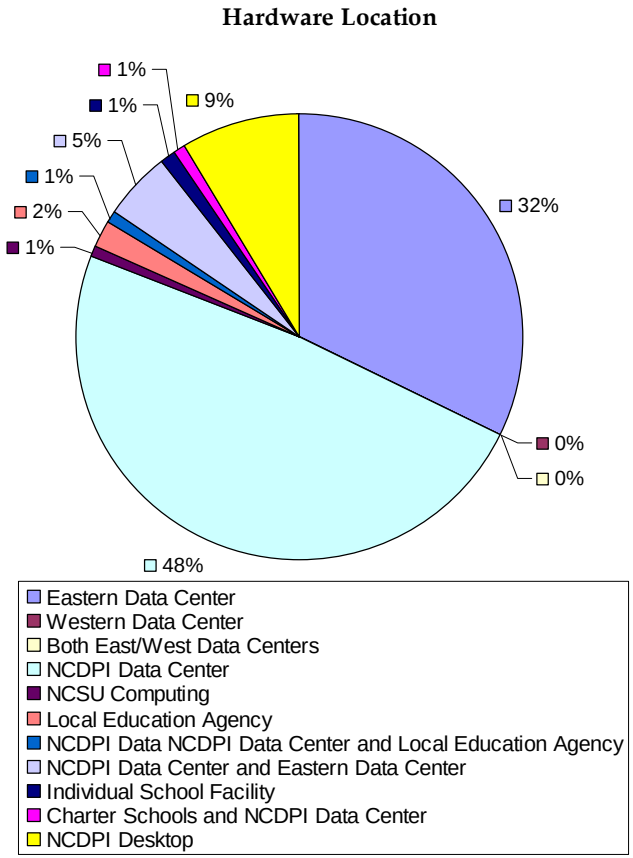
Other Current Projects					
Project Name	**Priorities**	**Funding**	**Staff Resources**	**Schedule**	**Scope**
NC 1:1 Project	NCSL 2008-107	Funding is provided in part by the Golden LEAF Foundation, SAS Institute, and NC General Assembly. Allotted funds may be used by the school to provide new resources for students and teachers, to ensure adequate connectivity, to support professional development/ teacher quality, or to support other aspects of the local 1:1 school computing program.	This project utilizes a DPI PM and internal resources.	This project is scheduled for completion in July 2009.	The scope of the project is to: 1. Identify, establish, and provide professional development resources to participating schools. 2. Establish and manage a process for allotting funds to schools to support 1:1 computing. 3. Establish a mechanism to ensure adequate program evaluation. 4. Assist schools in developing and implementing policies needed to support 1:1 computing. 5. Provide a central clearinghouse of information for use by the pilot schools. The information includes policy, position descriptions or personnel recommendations, and on-line software and hardware resources.

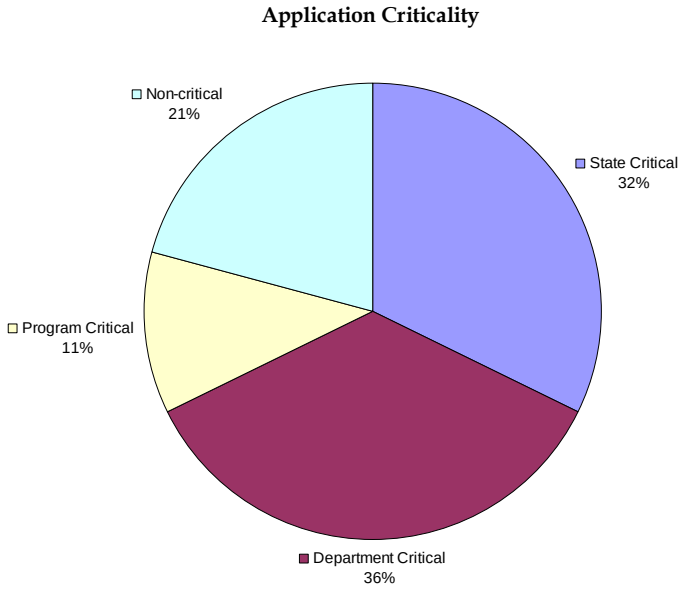
Other Current Projects					
Project Name	**Priorities**	**Funding**	**Staff Resources**	**Schedule**	**Scope**
		Up to $100,000 of the identified State funds may be used to contract with an independent research organization to study the effectiveness of this pilot program on student achievement, and to complete a cost-benefit analysis.			6. Maximize local control in decision-making about resources needed for schools as specified in legislation and what allows for adequate program evaluation. 7. Facilitate development of a network among the participating teachers and administrators and help them to take advantage of the broader 1:1 school and teacher communities. 8. Maximize allotments to the schools that directly support the program. 9. Provide a contract Instructional Director to support professional development of teachers and school administrator.

II. Applications

1. Current State of the Application Portfolio

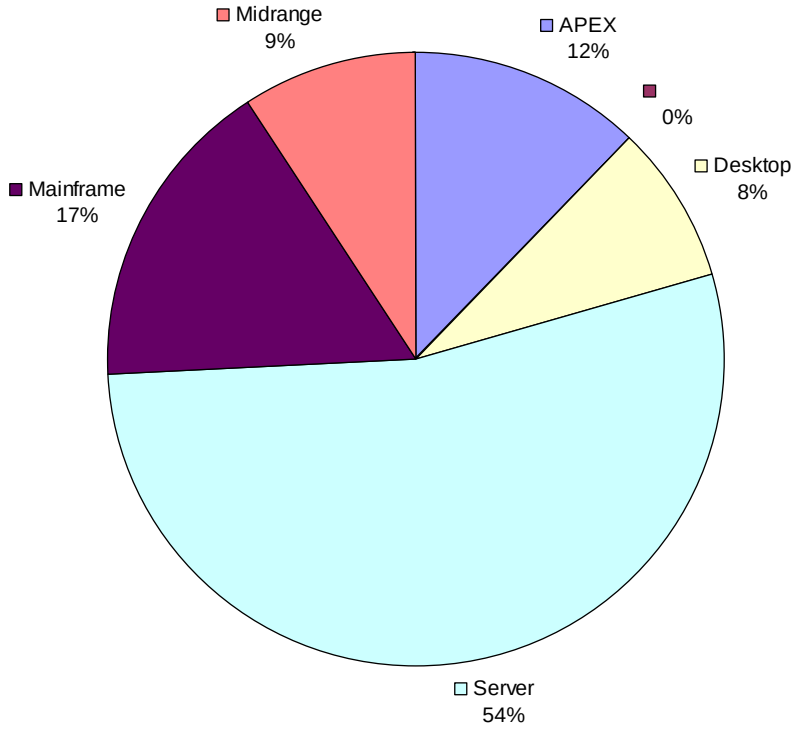
DPI currently has 115 applications in its portfolio. The following two charts represent the percentage of applications with respect to their hardware location and criticality. Application criticality is the application owner's estimation of how vital the system is to the operations of organizations that use the application. The supporting information used to produce these charts is located in Section 5: Appendix III –Application Portfolio Supporting Data.



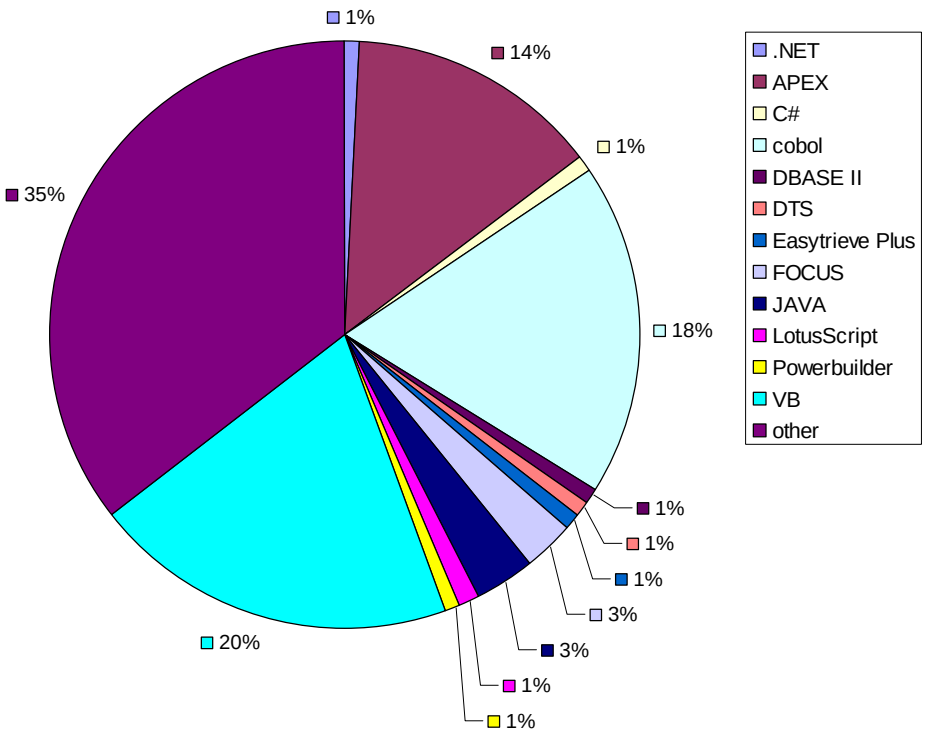


The following two charts represent the percentage of applications per hardware platform and business rules tier, respectfully. The supporting information used to produce these charts is located in Section 5: Appendix III –Application Portfolio Supporting Data.

Hardware Platform

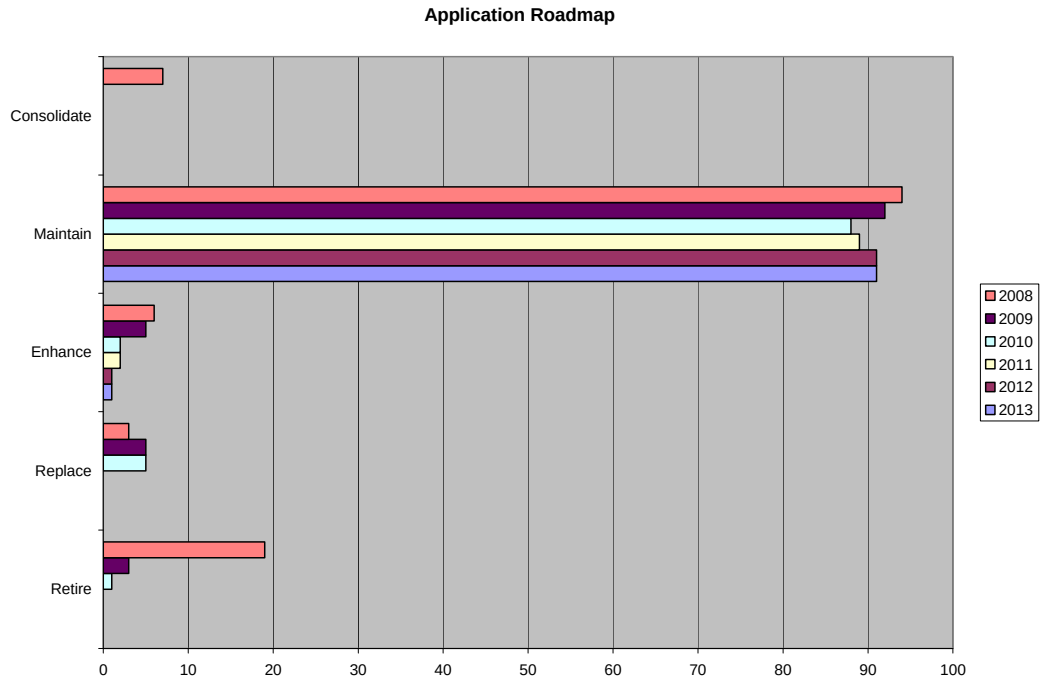


Business Rules Tier



2. Application Portfolio Roadmap

The following chart displays the roadmap for current applications for the years of 2008 through 2013. The supporting information used to produce this chart is located in Section 5: Appendix III –Application Portfolio Supporting Data. The major change envisioned in the application portfolio will be the shift of production applications from the DPI Data Center to either the ITS Eastern or Western Data Centers. This shift will occur as a result of legacy migration as well as a the conversion of existing but undocumented desktop applications using technologies like Microsoft Excel and Access to the Oracle APEX technology. This will cause the documented application portfolio to grow in the short term, but will set the stage for an engineered consolidation of applications in the coming years. An additional factor in this shift will be the movement of applications currently housed on individual servers to virtualized environments as they rotate through their normal hardware refresh cycles.



Gartner and other leading IT industry research firms are projecting a significant movement of applications to vendor spaces using Software as a Service (Saa) models, which are essentially renting software as a service. In a recent presentation at DPI, the Gartner Education Industry analyst said that Gartner was expecting as much as 50% of the applications currently hosted in house by organizations today will be shifted to SaaS deployments by 2013. It is unclear at this point how much of this prediction will be realized within the context of State owned information systems. DPI has proposed SaaS projects but they have not been successfully deployed. The primary concerns have been around the vendor's demonstrated ability to secure sensitive data. Additionally, poor understanding of the total cost of ownership of State-housed applications makes the business case for SaaS applications difficult to demonstrate. Provided that these issues can be addressed, we may see a significant increase in the vendor-hosted application space concurrent with the shift of applications to the ITS Eastern and Western Data Centers.

III. IT Operations and Management

1. Technology Services Organization

The DPI Technology Services Area is currently lead by an Associate State Superintendent/Chief Information Officer (CIO) with five divisions/programs listed as follows and described in the sections below: The supporting information is located in Section 5: Appendix II –Technology Services Organizational Charts.

- Office of the CIO/Technology Services Area Administration
- Business Support Service/Program Management Office Division (BSS/PMO)– currently organized with service delivery teams that represent/serve the Business Units of the Agency:
    - Accountability Services Delivery Team
    - Financial Services Delivery Team
    - Instructional Services/Enterprise Service Delivery Team
    - Exceptional Children Services Delivery Team
    - Human Resources Management Services Delivery Team
    - Technology Services Delivery Team
- Office of the CTO/IT Operations
- NC WISE Program
- K-12 Connectivity Consulting Services (including state E-Rate and School Connectivity)

a. The Office of the CIO/Technology Services Area Administration

The Office of the Chief Information Office provides leadership and direction to the Agency for its IT endeavors. Four staff members report directly to the CIO: the CTO, the BSS/PMO Director, the K-12 Connectivity Director, and the NC WISE Program Director. In addition, the support personnel provide administrative support and management of the Technology Services Area budget.

b. Business Support Services/Program Management Office Division

The mission of the Business Support Services/Program Management Office Division (BSS/PMO) is to identify and support DPI's business goals by working with its valuable Local Education Agency (LEA) and DPI internal customers to align to and ensure that all IT resources are focused on meeting or exceeding those business goals. These goals are approved by leadership and contribute to the successful education of North Carolina children.

The BSS/PMO Division uses the expert judgment, skills and abilities of its quality assurance manager, business analysts, project managers, quality assurance analyst, developers, trainers and technical architects to provide on time delivery of IT solutions that meet high quality standards. The BSS/PMO Division assumes a strong

leadership role in Agency and LEA technology. The Division Director is a trusted advisor to the DPI CIO and CTO offering standards, methodologies and best practices scalable to the tasks at hand, thereby, reducing IT costs and returning value to its customers.

The BSS/PMO Division consists of six Business Support Teams lead by a director and BSS Divisional CIO's, a Quality Assurance Manager, and a supporting team of staff that serves the particular groups of Business Units of the Agency. These BSS Teams are described below: Due to the number of projects for which the BSS/PMO oversees, it also has been clearly identified that a Testing Manager/Assistant Quality Assurance Manager is needed to coordinate the automated Software Testing Solution and assist in project oversight activities. This role is identified in the Human Resources section of this document.

- **Accountability Services Delivery Team:** This team supports the high profile Accountability Business Unit in the Agency which is responsible for setting and identifying the school, LEA and State status for the ABCs and No Child Left Behind. In addition, this unit is expected to provide reports and data when asked by the news media and public at large. This added responsibility is not currently staffed appropriately.

- **Financial Services Delivery Team:** This team supports the Financial Services Area of the Agency. Due to the number of systems supported by this team and the complexity of the systems such as Salary, Child Nutrition, School Insurance, etc., it has been clearly identified that an additional Project Manager resource is needed to provide management related to the required/requested system enhancements and/or new system requests. It has also been identified that a Quality Assurance Analyst resource is needed to ensure quality of the systems. The roles are identified in the Human Resources section of this document.

- **Instructional Services/Enterprise Service Delivery Team:** This team supports the largest Business Unit in the Agency, which is the Office of Innovation and School Transformation under the direction of the Associate State Superintendent/Chief Academic Officer, and the Enterprise Business Units under the direction of the Deputy State Superintendent and the SBE. Due to the volume of services that this team is expected to support, it has been clearly identified that an additional Functional System Analyst (FSA) resource is needed to perform business and systems analysis on the systems this team supports. The role is identified in the Human Resources section of this document. The requested new staff position is reflective of the new business initiatives that have been identified through this planning process.

- **Exceptional Children Services Delivery Team:** This team supports the Exceptional Children Division which is part of the Office of Innovation and School Transformation, one of the Business Units under the direction of the Associate State Superintendent/Chief Academic Officer. The team supports the EC Division's data and reporting needs. The Federal Office of Special Education Program data collection and submission for North Carolina is managed by the team and the submission is approved by the EC Division Director. The EC Delivery team provides vendor management, help desk and training support for the Comprehensive Exceptional Children Accountability System (CECAS) which collects exceptional children data from LEAs, Charter Schools and State Operated Programs (SOPs). The team also provides help desk and training support for the EC Grants application which allows LEAs, Charter Schools and SOPs to obtain Federal grant funding ($340 million annually). The team handles reporting and data requests for the EC Division and serves as a data sharing liaison between the EC Division and other Business Units within the Agency.

- **Human Resources Management Services Delivery Team:** This team supports the Human Resource Management System (HRMS), which is designed to meet the human resource management needs of the NC public schools. The application accommodates the LEA's complete Human Resource (HR) cycle, from the application process through hiring, employment, benefits, evaluation, and reporting. It integrates with vendor-supplied payroll systems in use by LEAs, eliminating redundant data entry and maintenance. The team also supports the Licensure Section, which is responsible for examining credentials and issuing licenses that qualify individuals to seek employment as teachers, administrators and other special service personnel in NC public schools and the Recruitment and Retention section, which aim to attract and maintain highly qualified teachers in North Carolina. Due to the number of systems supported by this team and the complexity of those systems, it has been clearly identified that a Project Manager resource is needed to provide management related to the required/requested system enhancements and or new initiative requests. This role is identified in the Human Resources section of this document.

- **Technology Services Delivery Team:** This team provides project management for projects that originate from the Technology Service Area, including IT infrastructure, school connectivity, and CEDARS projects. This team is staffed by three permanent project managers, one contract project manager, and one contract program manager.

c. Office of the Chief Technology Officer

The Office of the Chief Technology Officer consists of three Service Management Teams and a supporting team of staff that serves the particular groups of Business Units of the Agency. These teams are described on the following page.

- **Enterprise Architecture:** This section is responsible for documenting the elements of business strategy, business case, business model and supporting technologies, policies and infrastructures that make up the DPI Enterprise. The section is also responsible for evaluating and recommending the enterprise-wide data architectures and for developing and implementing the Agency IT Security program.

- **IT Operations:** This section is responsible for managing the enterprise network, enterprise hardware, and enterprise software required for day-to-day business operations at DPI. The services that the Operations Section provides include enterprise email support, enterprise server support, and enterprise network support. It has been clearly identified that an Application and Security Officer resource is needed to provide security oversight of application development, and implementation with the ability to review code and network infrastructure requirements to ensure DPI applications meet Federal, State, and local policies and law. The role is identified in the Human Resources section of this document.

- **Database and Workstation Support:** This section is responsible for Oracle and Microsoft database support for DPI. This Section is also responsible for the setup, installation, and maintenance support for all Microsoft and Apple PC's/Laptops owned and operated by DPI. It has been clearly identified that a RACF Administrator resource is needed to replace a current contract RACF Administrator, who provides support to the entire Technology Services Area.

d. NC WISE Program Management

The North Carolina Window of Information on Student Education (NC WISE) Program Management consists of four Service Management Teams lead by Business Support Services Management and a supporting team of staff that serves the particular groups of Business Units of the Agency. These Business Support Services Teams are as follows: NC WISE Business Services, NC WISE Project Services, NC WISE Configuration Management, and NC WISE Technical Services.

NC WISE is an electronic student accounting system that is based on the Electronic Student Information System (eSIS), an Internet-based software package that provides student and school information management capabilities. Data are stored centrally and accessed and reported in a safe, secure manner across the Internet. NC WISE supports the data analysis and reporting requirements of education initiatives such as the North Carolina's Accountability, Basics, Control (ABCs) of Public Education accountability program, the Uniform Education Reporting System (UERS), closing the Achievement Gap and the various programs and requirements of the No Child Left Behind Act (NCLB). NC WISE offers unprecedented opportunities for local educators to use technology to help them make better instructional and business decisions in their schools.

e. K-12 Connectivity Consulting Services (including State E-Rate and School Connectivity)

Two groups, the E-Rate Services and K-12 Network Services, comprise the K-12 Connectivity Consulting Services Division. The Schools and Libraries Program of the Universal Service Fund, commonly known as "E-Rate," financially supports connectivity, the conduit or pipeline for communications using telecommunications services and/or the Internet. The E-Rate service group maintains a State E-Rate clearinghouse of best practices for filing, audits and appeals. The E-rate services group also assists LEAs with filing and maintaining process and time lines crucial for the success of the LEA applicants. The network services group provides assistance and support for the K-12 LEAs with network management and support.

2. Technology Services Practices

a. Project Management (PM) and Delivery

The Business Support Services/Program Management Office Division (BSS/PMO) has developed a Project Management (PM) Methodology based on Project Management Institute (PMI) standards and best practices. This methodology details the DPI procedures and guidelines for managing projects and also contains suggested templates for a consistent project management approach across all DPI related projects. The BSS/PMO has also developed an Information Technology Information Resource Library (IT IRL), which is a standard set of document templates to be used for IT projects. The Technology Services Area is encouraging all of the current project manager staff to pursue Project Management Professional (PMP) certification, as well as recommending that all project manager new hires be PMP Certified. DPI encourages its project manager staff to actively participate in the monthly Project Managers' Advisory Group (PMAG) that is hosted and supported by State Enterprise Project Management Office.

b. Applications Management

DPI has recently completed the process to document all of the legacy applications through the statewide Applications Portfolio Management (APM) system/tool. This tool will be the method by which DPI manages its application portfolio going forward. The Divisional CIOs and NC WISE will perform analysis through the tool of the applications in their respective portfolios to develop a future management plan for each application.

c. Service Management

The IT Operations Division is currently in the process of implementing Technology Infrastructure Library (ITIL) processes and procedures within their service management roles and responsibilities. The goal will be to adopt the practice of ITIL throughout the Technology Services Area. Plans are underway to determine a training strategy for personnel of the Operations Division and the PMO.

d. IT Assets Management

DPI currently utilizes the Agency's asset management/tracking system to document inventory control of all infrastructure related assets. The Agency also follows the State Fixed Asset Management Procedures. There is a need for a more sophisticated software asset system to allow tracking of warranty information, versioning control, licensing control, etc. DPI will be investigating the purchase or development of such a tracking system or the possibility of using such a service provided by ITS.

DPI infrastructure assets (PCs, servers, networking equipment, etc.) will be consolidated as part of the Phase 3 ITS Consolidation Initiative. As per the *Guidelines for Preparing Agency IT Plans*, DPI was not required to perform a self assessment of its IT infrastructure assets or its infrastructure management area because these are scheduled to be covered under the auspices of ITS in the foreseeable future. Therefore, no information has been provided for infrastructure assets in this plan.

e. Purchasing, Contract Development and Vendor Management

DPI adheres to the policies and procedures set forth by Office of State Budget Management (OSBM) and the IT Procurement Office. Currently, the Financial Services Area has convened an Agency task force to review the internal Agency policies and procedures with regard to the DPI contract processes. This task force will recommend areas of improvement or change to Agency leadership.

f. Disaster Recovery and Business Continuity

DPI has completed a Continuity of Operations Plan (COOP) for the Agency and for each area within the Agency. There are also updated business continuity plans regarding Incident Management, Emergency Operations/Safety, and Crisis Communications. Disaster Recovery Plans are documented for State ITS hosted systems, and the plan for updating and documenting the Disaster Recovery Plans for all other systems is underway.

g. Security Management

The DPI is currently working on an Information Security Plan that aligns with the Statewide IT Policies and Standards. The plan incorporates DPI Information Security policies and a system Risk Assessment. The plan also defines security threats and includes actions that should be taken in the event of a violation of defined polices.

h. Information and Data Management

There is a Data Management Group (DMG) which consists of various business and technology representatives. This committee is charged with developing a data dictionary of all related information/data the Agency collects, defining policy on how that data is collected, determining the various data and report collections, and specifying dates for those collections that are required by the DPI Business Units to support the mission of the Agency and the State Board of Education. A published listing of these data collection activities and calendar is found on the DPI public web-site at: **http://www.ncpublicschools.org/data/calendar**

The Annual Data Submissions Calendar serves as the official record and master schedule of all recurring annual data reports required by DPI. It is intended to make the reporting of data a more manageable task for local school districts. A contact within the department is included should questions arise concerning a particular report. The department remains committed to the goal of improving the quality of data reporting while placing a minimal burden on school districts and schools.

The DPI has determined requirements for an information and data management system through planning for a Longitudinal Data System. Such a system could track a student from services they receive prior to entry into the public school system through any post-secondary education one might receive.

IV. Human Resources

1. Current Staffing Resources

Technology Services Area –157 Permanent Employees, 36 Contractors, 27 Part-Time Contractors
Administration: (1) CIO/ IT Executive, (1) Executive Assistant, (1) Budget Analyst
(1) E-Rate Director, (2) E-Rate Consultant Positions, (2) Networking Positions, (1) Program Assistant, (1) Tele-Communication Specialist
Direct Reports to CIO Listed in Charts Below: (1) IT Executive, (2) IT Directors

Business Support Services/Program Management Office Division –61 Permanent Employees, 3 FTE Contractors, 6 Temp Contractors
Administration: (1) Director, (1) Program Assistant V, (1) BTA Specialist (Quality Assurance Manager)

Service Delivery Team	Divisional CIO (IT Manager)	Project Manager (BTA Specialist) (Network Specialist)	Application Architect (BTA Specialist)	Application Support (BTA Analyst)	Functional Systems Analyst (BTA Analyst)	Trainers (Tech Support Specialist)	QA Analyst (BTA Analyst)	Help Desk (Tech Support Analyst)	Office Assistant IV
Human Resources	1 Perm	0 Perm	4 Perm	2 Perm	2 Perm	1 Perm	2 Perm	0 Perm	0 Perm
Finance	1 Perm	1 FTE Contractor	2 Perm	5 Perm 3 Temp Contractors	1 Perm	0 Perm	1 Temp Contractor	0 Perm	0 Perm
Exceptional Children	1 Perm	1 FTE Contractor	0 Perm	1 Perm	1 Perm	5 Perm	1 Perm	0 Perm	1 Perm
Accountability	1 Perm	1 Perm	1 Perm	3 Perm	1 Perm	0 Perm	1 Perm	1 Perm	0 Perm
Instructional Services/ Enterprise	1 Perm	2 Perm	1 Perm	5 Perm 1 Temp Contractor	2 Perm 1 FTE Contractor	0 Perm	2 Perm	0 Perm	0 Perm
Technology	0 Perm	3 Perm 1 Temp Contractor	0 Perm	0 Perm	1 Perm 1 Time Limited	0 Perm	0 Perm	0 Perm	0 Perm
TOTALS	**5**	**9**	**8**	**20**	**10**	**6**	**7**	**1**	**1**

Office of the Chief Technology Officer –23 Permanent Employees, 2 Temp Contractors Administration: (1) CTO/IT Executive, (1) Office Assistant V									
Section	**Manager (IT Manager, BTA Specialist, Network Specialist)**	**Network Specialist**	**Network Analyst**	**Operations & System Tech**	**Tech Support Specialist**	**Tech Support Analyst**	**Electronic Technician II**	**BTA Specialist**	**BTA Analyst**
IT Operations	1 Perm	1 Perm	6 Perm	1 Perm	0 Perm	0 Perm	0 Perm	0 Perm	0 Perm
Database Operations/ Workstation Support	1 Perm	0 Perm	0 Perm	0 Perm	1 Perm	2 Perm 2 Temp Contractors	1 Perm	4 Perm	0 Perm
Enterprise Architecture	1 Perm	1 Perm	0 Perm	0 Perm	0 Perm	0 Perm	0 Perm	0 Perm	1 Perm
TOTALS	**3**	**2**	**6**	**1**	**1**	**4**	**1**	**4**	**1**

NC WISE –63 Permanent Employees, 25 FTE Contractors, 27 Part-Time Contractors) Administration: (1) Director, (1) Secretary III, (1) Administrative Assistant I										
Section	**IT Manager**	**Operations & Systems Specialist**	**BTA Specialist**	**BTA Analyst**	**Network Specialist**	**Tech Support Specialist**	**Network Engineer**	**Tech Support Analyst**	**Tech Support Technician**	**Contract Trainer**
NC Wise Business Services	3 Perm	0 Perm	1 Perm	0 Perm	0 Perm	6 Perm	0 Perm	15 Perm 2 FTE Contractors	1 Perm	0 Perm
Configuration Management	1 Perm	1 Perm	5 Perm	0 Perm	0 Perm	0 Perm	0 Perm	0 Perm	0 Perm	0 Perm
Technical Services Software & Data Management	1 Perm	0 Perm	1 Perm	4 Perm 2 FTE Contractors	0 Perm	0 Perm	0 Perm	1 Perm	0 Perm	0 Perm
Technical Services Operations	1 Perm	4 Perm	4 Perm	0 Perm	1 Perm 4 FTE Contractors	0 Perm	0 Perm	0 Perm	0 Perm	0 Perm
NC Wise Project Services	1 Perm	1 Perm	5 Perm	3 Perm	0 Perm	0 Perm	0 Perm	0 Perm	0 Perm	17 FTE 27 Part-Time
TOTALS	**7**	**6**	**16**	**9**	**8**	**6**	**0**	**18**	**1**	**17 FTE 27 Part-Time**

2. Additional Staffing Resources Needed

The following table represents an analysis of additional IT resources needed in order to continue the work of technology to meet the current business needs of the Agency and those identified new initiatives. Additional staff are being requested for the following divisions:

- Business Support Service/Program Management Office Division (BSS/PMO) Functional teams
- Financial Services Delivery Team
- Human Resources Management Services Delivery Team
- Instructional Services/Enterprise Service Delivery Team
- Program Management Office (project oversight)
- Office of the CTO/IT Operations

Additional Resource Staffing Needs				
Service Delivery Team	**Requested Role – Associated Initiative Request**	**Estimated Salary**	**Estimated Benefits**	**Total Estimated Salary Needed**
BSS/PMO Finance Team	**PM (BTA Specialist) –** This position would serve to replace a current contract PM.	Salary $95,000	Benefits -- $23,890 (SS - 7.65% = $7,268; Retirement - 7.83% = $7,439; Insurance = $4,183); Operating Expense -- $5,000 (training, supplies, computer, etc.)	$118,890
BSS/PMO Finance Team	**Quality Assurance Analyst (BTA Analyst) –** This position would serve to provide quality assurance analysts responsibilities related to the required/requested system enhancements and/or new system requests to ensure appropriate levels of quality exists in the systems.	Salary $75,000	Benefits -- $15,794 (SS -- $5,738, Retirement -- $5,873, Insurance -- $4,183); Operating Expense -- $5,000 (training, supplies, computer, etc.)	$95,794
BSS/PMO Human Resources Team	**PM (BTA Specialist) –** Associated new initiative requests are: (1) Licensure Process Tools Initiative and (2) Principal and Teacher Leadership Evaluation (New Standards)	Salary $95,000	Benefits -- $23,890 (SS - 7.65% = $7,268; Retirement - 7.83% = $7,439; Insurance = $4,183); Operating Expense -- $5,000 (training, supplies, computer, etc.)	$118,890

Additional Resource Staffing Needs				
Service Delivery Team	**Requested Role – Associated Initiative Request**	**Estimated Salary**	**Estimated Benefits**	**Total Estimated Salary Needed**
BSS/PMO Instructional Services/ Enterprise Team	**Functional Systems Analyst (BTA Analyst) –** This position would serve to replace a current contract Functional Systems Analyst. Associated new initiative requests are: Consolidated Federal Application (Lean Monitoring), SIP Document and Process Revisions, and Comprehensive Support Needs Assessment Initiative	Salary $75,000	Benefits -- $15,794 (SS -- $5,738, Retirement -- $5,873, Insurance -- $4,183); Operating Expense -- $5,000 (training, supplies, computer, etc.)	$95,794
BSS/PMO	**Testing Manager/Assistant Quality Assurance Manager (BTA Analyst) –** This position would serve to assist with the review of monthly project status reporting and gate movement of projects through the PPM Tool process. This position would also perform the role of coordinating automation of testing activities across the entire division and would work closely with coordinating the SQA efforts associated with the many ongoing projects as well as all the new initiatives listed in this plan.	Salary $75,000	Benefits -- $15,794 (SS -- $5,738, Retirement -- $5,873, Insurance -- $4,183); Operating Expense -- $5,000 (training, supplies, computer, etc.)	$95,794
Office of CTO	**RACF Administrator (Technology Support Analyst) –** currently funded by contract monies. This position would serve to replace a current contract RACF Administrator.	Salary $70,000	Benefits -- $15,019 (SS - 7.65% = $5,355; Retirement - 7.83% = $5,481; Insurance = $4,183); Operating Expense -- $5,000 (training, supplies, computer, etc.)	$90,019
Office of CTO	**Applications and Security Office (Technology Support Specialist) –** This position would also perform the role of Application/Security Administrator across the entire TS Area with the many ongoing projects as well as all the new initiatives listed in this plan.	Salary $95,000	Benefits -- $18,890 (SS - 7.65% = $7,268; Retirement - 7.83% = $7,439; Insurance = $4,183); Operating Expense -- $5,000 (training, supplies, computer, etc.)	$118,890

V. Specific Economic-Driven Endeavors

1. Software Quality Assurance

The Technology Services Area of the DPI is participating in the Software Quality Assurance (SQA) Service offered by ITS. The service enables DPI staff to utilize the HP Suite of Functional and Performance Testing Products. With this effort comes the need for a resource to serve on the SQA Council, which provides inter-Agency governance of the service and to act as the DPI service coordinator. In addition, in-depth training for our Quality Assurance Analysts will be required to use HP products. Currently, there are 11 Quality Assurance Analysts and one Quality Assurance Manager on staff. Training in the product for each of these analysts is estimated at an average of $3,000 per staff for a total need of $36,000.

2. Remedy Software Services for Use by DPI Help Desk Staff

The Technology Services Area of the DPI will be utilizing the Remedy Software/Services from State ITS effective January 2009 for logging of all incoming service requests. The prime factor for this project was the significantly higher cost for renewing the existing HEAT system, which was nearly double as compared to previous years. Total financial benefits for the project are mainly based on cost savings when compared to the renewal costs of HEAT. While using the ITS' Remedy service will reduce our historical operating and support costs, this savings is offset by the slightly higher cost of the ITS Remedy service. Therefore, DPI will not realize much of a net savings with Remedy, but there are significant costs that are being avoided by migrating to Remedy.

3. ITS Consolidation

DPI infrastructure assets will be consolidated as part of the Phase 3 ITS Consolidation Initiative. The goals of the ITS Consolidation Initiative are to:

- Optimize IT spending through the reduction of duplicate assets, realization of volume discounts for standardized hardware/software and equipment configurations, and the achievement of economies of scale by sharing common assets and spreading fixed expenses over greater volumes to realize lower unit costs. This will provide the opportunity to redirect IT savings to other critical IT needs.
- Improve the leverage of staffing by making scarce and expensive expertise available to all agencies, instead of just the largest or best funded.
- Decrease risks by reducing vulnerabilities to security threats and human induced or natural disasters, and by simplifying Disaster Recovery and Continuity of Operations plans.
- Enhance service levels by applying proven best practices in a consistent manner across the Enterprise, and by employing common processes to a standard technical infrastructure.

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VI. IT Initiatives Developed from and Aligning with Plan Drivers

The following list of initiatives aligns with DPI's strategic direction for 2008-11. The initiatives were identified by senior leadership of the Agency. Details on each initiative were derived from requirements gathering sessions with the various Business Units of the Agency. NC WISE, the Divisional CIOs and their teams met with their respective Business Unit subject matter experts to discuss and document the business needs for the next two Fiscal years – 2009-10 and 2010-11. The initiatives were evaluated according to business goals, risks, and order of magnitude costs. Contained in this section is a summary of each initiative with supporting documentation.

DPI Business Benefit Classifications: Business classifications of DPI business benefits listed for each initiative. Benefits are classified in three major areas:

- **Strategic**: business benefits that enable a business strategy or provide compliance with statutes or regulations
- **Tangible (hard)**: financial benefits that can be directly measured and quantified in monetary terms
- **Intangible (soft)**: benefits that may be difficult to measure

Initiative Risk Classifications: Risks are defined as the exposure of the proposed investment to failure or underachievement. The results of a risk factor are classified as low, medium, significant or high depending on the likelihood or occurrence and the severity of impact if it occurs, as described in the table below. This table is used for each initiative for its risk factor classifications.

Risk Factor Classifications					
Probability/Impact	**Insignificant**	**Minor**	**Medium**	**Major**	**Catastrophic**
Almost Certain	*Medium*	*Significant*	*High*	*High*	*High*
Likely	*Medium*	*Medium*	*Significant*	*High*	*High*
Possible	*Low*	*Medium*	*Significant*	*Significant*	*High*
Unlikely	*Low*	*Low*	*Medium*	*Significant*	*Significant*
Highly Unlikely	*Low*	*Low*	*Low*	*Medium*	*Significant*

Initiative Budget Summary – Order of Magnitude Costs:
The estimated budget and costs reflected account for estimated resource labor, hardware, software, facilities, five years of Operations and Maintenance, etc. as required to achieve the stated scope and objectives.

1. New Assessment Development (ACRE) Initiative

Application	New Assessment Development (ACRE) Initiative Summary
New Assessment Development (ACRE)	This initiative covers the following 5 activities. 1. Online Writing Statewide 2. Online modules for professional development and an online professional learning community 3. Online Item Bank and Benchmarking Tool 4. Online statewide assessments with computer simulations 5. Online Method for students to house electronic portfolios
Key Customers	
Accountability, Curriculum, Instruction	
Time Frame	
Start – 2009 End – 2013	

New Assessment Development (ACRE) Initiative High Level Problem or Opportunity to be Addressed

1. In June 2008, the North Carolina State Board of Education released the Framework for Change: The Next Generation of Assessments and Accountability. In that document (revised at the August SBE meeting), the SBE directed DPI to: Change the current approach to writing assessment. During its August 2008 meeting, the SBE approved DPI's proposed 2008–2009 Writing Assessment System Pilot. All students at grades 4 and 7 will participate in the Writing Assessment System Pilot. During the 2008–09 school year, all students at grades 4 and 7 will complete two content specific writing tasks/assignments and two on-demand writing tasks/assignments. Grade 4 students will complete their writing tasks/assignments using paper and pencil with the use of word processing tools as a local or an accessibility option. Schools will store their work in local portfolios. Grade 7 students will participate in the Writing Assessment System Pilot using word processing tools in order to complete their writing tasks/assignments. Schools will store their work in local portfolios. In addition, grade 7 students from ten selected LEAs will participate in an Electronic Pilot. These students will store their work in an electronic portfolio centrally hosted by the DPI. Given the expected successful completion of the pilot, the program will commence statewide rollout. Although the hosting site for statewide rollout is not yet determined, it is anticipated statewide rollout will involve purchase of hardware to be installed at ITS for hosting the application at ITS. During SFY 10, the writing assessment for grade 7 will be expanded for statewide coverage. During SFY11, the online writing assessment will be extended for Grades 6-8. Grades PreK-5 will be Paper and Pencil with optional computer processing. High School (HS) is to be determined.

2. Develop and house online modules for professional development and support an online professional learning community for teachers and district staff

3. Develop, maintain, and deliver an on online item bank and benchmarking tool for districts and schools to use.

4. Develop and maintain a system to deliver all statewide assessments online. The system must have the capability of housing computer simulated items. The system should be built using universal design principles and have built-in accommodations when appropriate.

5. Develop a system to house electronic student portfolios online for all students K-12. Options should be available so that portfolios can stay with the students as they change grades, schools, or LEA. This would allow parts of the portfolio from K–8 to be used in a student's graduation project. An option also should be available to allow a HS student to submit components of the graduation project with college applications when using the NC College Foundation portal.

New Assessment Development (ACRE) Initiative Approach
1. Continue development Partnership with North Carolina State University Center for Urban Affairs and Community Services Technical Outreach for Public Schools (TOPS). Investigate hosting options. 2. Online modules for professional development and an online professional learning community: The Comprehensive Assessment for the New Generation (CANG) committee has looked into the possibility of partnering with LearnNC to house the modules because educators are familiar with LearnNC. In addition, Learn NC has the experience that DPI needs to help with the development. 3. Online Item Bank for benchmarking: Develop an RFP. 4. Online statewide assessments with computer simulations: Develop an RFP. A key requirement is that the system be developed with universal design principles with built in accommodations so that it is accessible for students with disabilities and students identified as Limited English Proficient (LEP). 5. Online way for students to develop and house electronic portfolios: Develop an RFP.
New Assessment Development (ACRE) Initiative Key Business Goal(s) and Objective(s) Addressed
1.2 Every student's achievement is measured with an assessment system that informs instruction and evaluates knowledge, skills, performance, and dispositions needed in the 21st Century. **2.2** Every teacher and administrator will use a 21st Century assessment system to inform instruction and measure 21st Century knowledge, skills, performance, and dispositions. **2.4** Every education professional will have 21st Century preparation and access to ongoing high quality professional development aligned with State Board of Education priorities. **2.5** Every educational professional uses data to inform decisions. **5.3** Information and fiscal accountability systems are capable of collecting relevant data and reporting strategic and operational results.

New Assessment Development (ACRE) Initiative Key Business Objectives/Divisional Strategies

Key Business Objectives	Divisional Strategies	Benefit Classification
Transparency: One form of each general assessment administered will be released annually.	1. Redesign the model for the operational administration and distribution of test forms. 2. Devise strategies for test form security and equating.	Strategic
Meet all 2009-2011 deadlines and quality indicators in the plan to ensure every new assessment includes performance tasks and/or constructed response items.	1. Explore existing resources both internal and external for development of performance tasks and/or constructed response items. 2. Explore current technologies for quick scoring of performance tasks and/or constructed response items.	Strategic
Meet all 2009-2011 deadlines and quality indicators in the redesign plan for the new K-8 accountability model.	1. Identify critical features of the new accountability mode. Explore various alternatives. 2. Seek stakeholder input on the alternatives.	Strategic

New Assessment Development (ACRE) Initiative Key Business Objectives/Divisional Strategies			
Key Business Objectives	**Divisional Strategies**		**Benefit Classification**
Meet all 2009-2011 deadlines and quality indicators in the plan for the new HS accountability mode.	1. Identify critical features of the new accountability mode. Explore various alternatives. 2. Seek stakeholder input on the alternatives.		Strategic
Federal Governmental Statutory /Compliance Mandates	**State Governmental Statutory / Compliance Mandates**	**SBE Policies Aligned**	**SBE Goals Addressed**
N/A – part of the Framework for Change, but must be in compliance with NCLB when complete	N/A – part of the Framework for Change, but must be in compliance with ABCs when complete	Framework for Change	1.2, 2.2, 2.4, 2.5, 5.3

New Assessment Development (ACRE) Initiative Risks		
Risk Category	**Description of Risk**	**Risk Factor**
Technology risk	Assess how LearnNC is impacted by State ITS. Determine whether State ITS will replace LearnNC in our plan or if they work will together to help DPI implement ACRE	High
Schedule risk	We must issue a RFP. Products must be in place to meet testing windows mandated by NC General Statutes.	High
Schedule risk	All modules must be in place by 6/09.	High
Schedule risk	Grade 7 Online Writing Pilot may not complete with expected results.	High
Schedule risk	Online Item Bank may not be in place by 12/09 if a contractor is not secured soon.	High
Business risk	Funds may not be available to execute the initiative.	High
Organizational risk	Training Modules and Item Bank Modules require joint business and IT development; schedules are tight/may conflict.	High

Application	Relationship with other Agency Initiatives/Projects	Relationship with Statewide Initiatives/Projects
New Assessment Development (ACRE)	None Known.	None Known.

New Assessment Development (ACRE) Initiative Estimated Budget Summary			
Estimated Budget Categories	**Amount**	**Estimated Budget Categories**	**Amount**
Internal Resource Labor	$ 300,000	Training Expenses	$ 100,000
External (Contract) Resource Labor	$ 400,000	Technology Costs Hosting	$ 300,000
Direct Purchases Software	$ 200,000	Five Years Operations and Maintenance Expenses	$ 700,000
Direct Purchases Hardware	$ 150,000	Other	
Employee Expenses	$ 200,000	**TOTAL**	**$ 2,350,000**

2. Licensure Process Tools Initiative

Application	Licensure Process Tools Initiative Summary
Licensure Process Tools	1. Automate a manual application process. 2. Enable remote (internet) access to files and information. 3. Improve functions related to phone system.
Key Customers	
Licensure Business Unit	
Time Frame	
Start – 07/2009 End – 12/2010	

Licensure Process Tools Initiative High Level Problem or Opportunity to be Addressed
1. Improve communications with applicants. 2. Improve efficiency and save money.
Licensure Process Tools Initiative Approach
Combination between exploratory committee and RFI.
Licensure Process Tools Initiative Key Business Goal(s) and Business Objective(s) Addressed
1. Improved functionality will allow applications to be processed more efficiently. 2. Streamline phone communication between the applicants and the application.

Licensure Process Tools Initiative Key Business Objectives/Divisional Strategies

Key Business Objectives	Divisional Strategies	Benefit Classification
Licensure will process requests that are successfully completed and ready to be processed within 25 working days of entry into the Licensure system.	Evaluate and Maintain Operational processes.	Intangible
Licensure will process requests that are successfully completed and ready to be processed within 15 working days of entry into the Licensure system.	Evaluate and Maintain Operational processes.	Intangible

Federal Governmental Statutory /Compliance Mandates	State Governmental Statutory / Compliance Mandates	SBE Policies Aligned	SBE Goals Addressed
None Known.	None Known.	None Known.	2.1, 2.2 , 2.3 ,2.4, 2.5, 4.1 ,4.2, 4.3, 4.4, 5.1

Licensure Process Tools Initiative Risks		
Risk Category	**Description of Risk**	**Risk Factor**
Not Listed.	Not Listed.	Not Listed.
Application	**Relationship with other Agency Initiatives/Projects**	**Relationship with Statewide Initiatives/Projects**
Licensure Process Tools	None Known.	None Known.

Licensure Process Tools Initiative Estimated Budget Summary			
Estimated Budget Categories	**Amount**	**Estimated Budget Categories**	**Amount**
Internal Resource Labor	$50,000	Training Expenses	$25,000
External (Contract) Resource Labor	$50,000	Technology Costs Hosting	$100,000
Direct Purchases Software	$250,000	Five Years Operations and Maintenance Expenses	$131,250 x 5 = $656,250
Direct Purchases Hardware	$50,000	Other	
Employee Expenses		**TOTAL**	**$1,181,250**

3. NC WISE Next Generation Initiative

Application	**NC WISE Next Generation Initiative Summary**
NC WISE Next Generation	The 2nd Generation initiative is designed to accommodate the needs of DPI and all NC WISE Schools by solving longstanding NC WISE issues of system integration, cost reduction to maintain the NC WISE system, ensure that Disaster Recovery and Business Continuity can performed in a timely manner, to increase response time to changes in school business needs, and to ensure performance can be improved across all system tiers. Overall, the initiative will ensure that the State of North Carolina has a long term system that it can support and continue to provide the needed functionality to North Carolina schools.
Key Customers	
All NC WISE Schools, Charter Schools, and NC Depts. of Public Instruction, Health & Human Services, and Juvenile Justice	
Time Frame	
Start – 1Q/2008 End – 2Q/2009	

NC WISE Next Generation High Level Problem or Opportunity to be Addressed
1. The NC WISE system is based on a model that is not scalable, difficult to maintain, and not readily able to integrate with other systems. Aging hardware compounds the problem and whereby a complete system review and market assessment has been accomplished to determine the future direction of NC WISE. 2. The NC WISE Executive Steering Committee (ESC) commissioned the assessment, reviewed the results, and approved the direction of moving forward with the 2nd Generation project.

NC WISE Next Generation Initiative Approach

A Market Assessment has been completed and communicated to all LEAs through Regional Meetings, CCB, UAB, Symposium, Conferences, and Web information. Following approval By the ESC the following approach is being taken:

1. Open Project in PPM and Go Through Appropriate Gates
2. Develop Requirement Teams
3. Start/Complete Requirements
4. Develop RFP
5. Select Vendor
6. Build/Test System
7. Conduct Pilot Training
8. Pilot System
9. Finish Deployment:, to include data migration and training
10. Project Closeout

NC WISE Next Generation Key Business Goal(s) and Business Objective(s) Addressed

The NC WISE system supports each school in areas of time and attendance, transcripts, transportation, scheduling, progress reports, diploma types, course registration, and others. The system provides 21st century technology through the largest centralized Student Information System in the world. The 2nd Generation initiative continues to support these goals and enables the SBE to ensure these goals continue to be met and the needs of the schools are provided for.

NC WISE Next Generation Key Business Objectives/Divisional Strategies

Key Business Objectives	Divisional Strategies	Benefit Classification
Uptime: All systems will be up and available when they are needed by end users externally and internally.	1. Document business requirements. 2. Gain appropriate levels of client approval. 3. Assure appropriate budget is available for current year as well as out years. 4. Develop appropriate Service Level Agreements (SLAs) between DPI IT and State ITS, or Operational Level Agreements (OLAs) between IT and the Business Unit if application hosted at DPI.	Hard
LEA and DPI users will respond positively to survey prompt "Rate your satisfaction with our overall technology services."	1. Develop and administer surveys to external and internal business users bi-annually. 2. Analyze results, determine pluses, communicate to staff, and commend them for job well done. 3. Analyze results, determine areas for improvement, and develop plans of action and measurements to address those areas for improvement.	Strategic
All districts will be connected to the NCREN backbone which assures sufficient bandwidth to the district.	1. Provide and support sufficient bandwidth to the door of the district. 2. Provide on-going consulting support for in the building networking. 3. Monitor School Connectivity Project reporting.	Hard

NC WISE Next Generation Key Business Objectives/Divisional Strategies				
Key Business Objectives	**Divisional Strategies**			**Benefit Classification**
NC WISE will be operational in all districts	1. Complete Wave 3 Rollout of NC WISE by June 2009. 2. Maintain high system availability and customer support.			Hard
Federal Governmental Statutory /Compliance Mandates	**State Governmental Statutory / Compliance Mandates**	**SBE Policies Aligned**	**SBE Goals Addressed**	
20 USC § 1232g The Family Educational Rights and Privacy Act Statute 34 CFR Part 99 Regulations	NCGS 115C-12 NCGS 115C-438	EEO-C-018	1.2, 1.3, 2.1, 2.5, 4.3, 5.1, 5.2, 5.3, 5.4	

NC WISE Next Generation Initiative Risks		
Risk Category	**Description of Risk**	**Risk Factor**
Technology risk	The inability of the chosen system to meet all technology requirements.	Medium
Schedule risk	The ability of the project to meet its deployment schedule.	Medium
Complexity risk	High level of complexity due to the need to migrate data, reduce horizontal footprint of hardware, and meet all approved requirements will result in a highly complex project will impact the project.	Medium
Operational risk	Successful operation of the project is dependent on the ability to test and tune the system for optimization before complete rollout.	Medium
Business risk	Inability to provide sufficient funding to the project to support all resources needed to insure that the project is successful.	Significant
Organizational risk	Inability of the NC WISE organization to be able to support the project end to end.	Low

Application	**Relationship with other Agency Initiatives/Projects:**	**Relationship with Statewide Initiatives/Projects:**
NC WISE Next Generation	DPI CEDARS, DPI CECAS, DPI Curriculum (i.e. Course Codes to include VPS Deployment to Health and Human Services and Juvenile Justice, DPI FBS Reporting, UERS, All LEA Central Offices', Schools, and Charter Schools	CFNC Transcripts, Connectivity Project

NC WISE Next Generation Initiative Estimated Budget Summary			
Estimated Budget Categories	**Amount**	**Estimated Budget Categories**	**Amount**
Internal Resource Labor	$ 3,571,831	Training Expenses	$ 910,000
External (Contract) Resource Labor	$ 8,399,567	Technology Costs Hosting	$ 3,228,748
Direct Purchases Software	$ 17,390,080	Five Years Operations and Maintenance Expenses	$ 14,394,974
Direct Purchases Hardware	$ 5,444,994	Other	$ TBD
Employee Expenses	$ 250,000	**TOTAL**	**$ 53,590,194**

4. CEDARS Operations and Maintenance Initiative

Application	CEDARS Operation and Maintenance Initiative Summary
CEDARS Operations and Maintenance	The Common Education Data Analysis and Reporting System (CEDARS) is an information engineering and production framework designed to produce both well defined recurring and ad hoc information products relevant to the education domain in North Carolina. It is, essentially, a factory for creating a wide variety of authoritative information products about our students, teachers, management, facilities, performance, finances, curriculum, and a host of other important concerns.
Key Customers	
DPI Office of Policy and Strategic Planning	
Time Frame	
Start – September 2007 End – July 2010	

CEDARS Operation and Maintenance High Level Problem or Opportunity to be Addressed

The CEDARS initiative is to implement solutions to address K-12 issues associated with large number of DPI applications, each with its own stand-alone point-to-point interface, resulting in perpetuating silos of redundant and inconsistent data. Databases frequently contain completely different database structures for storing the same type of information, as information technology (IT) staff, convention, and methods change over time. North Carolina education data is currently buried in a large number of disparate data silos which use various applications/proprietary data manipulation software, thus effectively precluding enterprise-wide data analysis. Data generated in one silo must be re-entered for inclusion in the programmed report of another.

CEDARS Operation and Maintenance Initiative Approach

DPI has obtained a grant for $6 million from the United States Department of Education (USED), and DPI has matched an additional $6 million to fund the project. The project team has been staffed with a combination of contract resources (the Program Manager and the Systems Engineer) and permanent DPI employees. This team is working with the various program areas within DPI to document the business requirements, program goals, and objectives. The CEDARS program has been broken into four projects, as follows: CEDARS Unique Identifier Project, CEDARS Data Warehouse Project, CEDARS Reporting Project, and CEDARS Enterprise Services Project. DPI is sending out 2 RFPs to accomplish a portion of the CEDARS scope, one to accomplish the scope of the CEDARS Unique Identifier Project, and one to accomplish the scope of both the CEDARS Data Warehouse Project and the CEDARS Reporting Project. DPI plans to leverage the statewide Oracle contract and work with ITS to deliver the scope of the Enterprise Services Project. The CEDARS Operations and Maintenance initiative will address the resources, activities and deliverables needed operate and maintain the CEDARS technical solution.

CEDARS Operation and Maintenance Key Business Goal(s) and Business Objective(s) Addressed

1. This first project in the CEDARS Program, the Unique Identifier Project, satisfies the business goal of providing a system to assign state-level unique identifiers to both Students and Education Staff within North Carolina.
2. The current system is ineffective for a data-driven decision making environment. To empower the administrators with the data they need to impact their work, the Data Warehouse Project will accomplish the following goals.
   a. Reduce Duplication of Data Collection Effort
   b. Reduce IT Costs within DPI by minimizing the level of effort required to produce Federal data collections

CEDARS Operation and Maintenance Key Business Goal(s) and Business Objective(s) Addressed
c. Improve Information Access d. Improve Data Quality and Audit Capability e. Deliver data warehouse to enable cross system reporting f. Ensure user authentication and authorization through the use of NCID g. Ensure Privacy and Confidentiality of Information h. Provide the ability to produce the Federal EDEN reports i. Establish the ability within DPI to support the CEDARS data warehouse 3. The CEDARS Reporting Project will provide DPI users with the ability to run 10 standard, high priority reports from the CEDARS data warehouse. 4. The Enterprise Services Project is a technical infrastructure project and will accomplish the following business objectives: a. Build an infrastructure that enables sharing information between disparate DPI applications. b. Build a set of common enterprise services that DPI system administrators will use to accomplish the following objectives: c. user authentication d. business rule storage and the ability to make changes easily e. application monitoring f. application portal services g. an enterprise data dictionary facility h. event logging

CEDARS Operation and Maintenance Key Business Objectives/Divisional Strategies		
Key Business Objectives	**Divisional Strategies**	**Benefit Classification**
All Agency staff will respond "agree/strongly agree" to composite prompts that correspond to PSP effectiveness in project management of : 1. Development of Data Request Policy 2. Curriculum/Accountability Re-design CEDARS/Data Resource Guide Project	1. Create divisional professional development plan to train on establishing norms, facilitating meetings and building consensus across departments. 2. Collect and analyze regular formal feedback on efficacy and efficiency of project management of each priority project, and adjust approach, as needed, to better facilitate project toward meeting measures of success. 3. Conduct personal interviews and build understanding of inefficiencies and root causes within a particular division or project; use that information to provide project guidance and develop solutions.	Strategic
All directors and associates will respond "agree/strongly agree" to composite prompts that correspond to the helpfulness of the Performance Management Tool in enabling	1. Build and publicize performance management tool designed to achieve measurable objectives that align to the SBE goals. 2. Create processes and methods for functionalizing the performance management tool, including creating progress report templates and online reporting capabilities for Deputy	Strategic

Key Business Objectives	Divisional Strategies	Benefit Classification
them to successfully work towards priority objectives.	Superintendent, Associate Superintendents, and Divisional Directors. 3. Build investment in the performance management tool by ensuring that it is regularly referenced and modified, as needed, so that associates, managers, division directors, and staff members are aligning their work towards priorities and core activities.	
Uptime: All systems will be up and available when they are needed by end users externally and internally.	1. Document business requirements. 2. Gain appropriate levels of client approval. 3. Assure appropriate budget is available for current year as well as out years. 4. Develop appropriate Service Level Agreements (SLAs) between DPI Technology Services and State ITS, or Operational Level Agreements (OLAs) between DPI Technology Services and the Business Unit if the application hosted at DPI.	Strategic
LEA and DPI users will respond positively to survey prompt "Rate your satisfaction with our overall technology services."	1. Develop and administer surveys to external and internal business users bi-annually. 2. Analyze results, determine pluses, communicate to staff, and commend them for job well done. 3. Analyze results, determine areas for improvement, and develop plans of action and measurements to address those areas for improvement.	Strategic
All districts will be connected to the NCREN backbone which assures sufficient bandwidth to the district.	1. Provide and support sufficient bandwidth to the door of the district. 2. Provide on-going consulting support for in the building networking. 3. Monitor School Connectivity Project reporting.	Strategic
NC WISE will be operational in all districts	1. Complete Wave 3 Rollout of NC WISE by June 2009. 2. Maintain high system availability and customer support.	Strategic

Federal Governmental Statutory /Compliance Mandates	State Governmental Statutory / Compliance Mandates	SBE Policies Aligned	SBE Goals Addressed
None	None	None	5.1, 5.2, 5.3, 5.4

CEDARS Operation and Maintenance Initiative Risks

Risk Category	Description of Risk	Risk Factor
Technology risk	The existing infrastructure is not adequate for the application	Medium
Schedule risk	The schedule/timetable for completion of the whole project (not just the next phase) exceeds 12 months	Minor
Complexity risk	The project involves many data interfaces and integrations to exchange information with other systems/applications.	High
Operational risk	The project will employ custom-developed software or COTS packages that will be customized/changed over 20%.	Minor
Business risk	There are many different business stakeholders.	Minor
Organizational risk	The number of business/program governmental organizations involved in the project be greater than 3.	Minor

Application	Relationship with other Agency Initiatives/Projects	Relationship with Statewide Initiatives/Projects
Cedars Operation and Maintenance	NC WISE, SNA, LIC/SAL, CECAS, Accountability, MIS2000, CTE, Child Nutrition/ Free and Reduced Lunch, Homeless, Immigrant, LEP, Neglected and Delinquent, SES/Choice, Title I data collection and TAS, USDDC, Dropout, DBS Internal and External, AMTR, More at Four, PPAR, SAR Data, PPAR, MFR/AFR	NC WISE, SNA, LIC/SAL, CECAS, Accountability, MIS2000, CTE, Child Nutrition/ Free and Reduced Lunch, Homeless, Immigrant, LEP, Neglected and Delinquent, SES/Choice, Title I data collection and TAS, USDDC, Dropout, DBS Internal and External, AMTR, More at Four, PPAR, SAR Data, PPAR, MFR/AFR

CEDARS Operation and Maintenance Initiative Estimated Budget Summary			
Estimated Budget Categories	**Amount**	**Estimated Budget Categories**	**Amount**
Internal Resource Labor	$1,570,845	Training Expenses	$ 49,000
External (Contract) Resource Labor	$7,228,657	Technology Costs Hosting	$ 3,064,459
Direct Purchases Software		Five Years Operations and Maintenance Expenses	$ 11,406,977
Direct Purchases Hardware		Other	
Employee Expenses		**TOTAL**	**$23,319,938**

CEDARS Operations and Maintenance Staffing Summary				
Resource Type	**Number of FTE's**	**Duration (Weeks)**	**Hours per Week**	**Total Hours by Resource**
Internal Resource Labor:	***11***			
Enterprise Architect				483
Project Manager				6513
Functional Systems Analyst				13051
Quality Assurance Analyst				796
System Architect				3109
Database Administrator				8327
Programmer/Analyst				95
Trainer				15
Project Sponsor				4624
Internal Resource Subtotal:	**11**			**37013**
External Resource Labor:				
Contractor 1				1980
Contractor 2				1780

CEDARS Operations and Maintenance Staffing Summary				
External Resource Subtotal:				**3760**
TOTAL:	**11**			**40773**

5. Consolidated Federal Application (Lean Monitoring), SIP Document and Process Revisions, and Comprehensive Support Needs Assessment Initiative

Application	Consolidated Federal Application (Lean Monitoring), SIP Document and Process Revisions, and Comprehensive Support Needs Assessment Initiative Summary
Consolidated Federal App (Lean Monitoring) SIP Document and Process Revisions Comprehensive Support Needs Assessment	To develop an electronic tool that will capture all of the requirements for LEAs to apply for formula grant funds.
Key Customers	
Academic Services and Instructional Support Area, Program Monitoring and Support, and District Support and School Transformation.	
Time Frame	
Start – 2008 End – 2010	

Consolidated Federal Application (Lean Monitoring), SIP Document and Process Revisions, and Comprehensive Support Needs Assessment Initiative High Level Problem or Opportunity to be Addressed
A consolidated application tool will: 1. Make effective use of existing staff to reorganize work plans. Reorganization of current work plans is necessary to provide resources (time, staff) for the statewide system of support. 2. Ease the burden of work required on the part of the LEA to receive grant funds from various grants by consolidating into one "form." 3. Make effective use of existing DPI staff for processing and approving applications by eliminating multiple opportunities for human error to occur, which creates barriers for completing approvals. 4. Provide a more effective means of maintaining fiscal and program records for the required period of time by eliminating the need to maintain extensive hardcopy files. 5. Provide a valid historical list of Title I schools served, which is key to determining the required sanction levels for schools. Title I School Improvement sanctions impact the way LEAs make decisions about budgets for schools and the district as a whole.

Consolidated Federal Application (Lean Monitoring), SIP Document and Process Revisions, and Comprehensive Support Needs Assessment Initiative Approach
To be determined.
Consolidated Federal Application (Lean Monitoring), SIP Document and Process Revisions, and Comprehensive Support Needs Assessment Initiative Key Business Goal(s) and Business Objective(s) Addressed
1. Make effective use of existing staff to reorganize work plans. 2. Reorganization of current work plans is necessary to provide resources (time, staff) for the statewide system of support.

Consolidated Federal Application (Lean Monitoring), SIP Document and Process Revisions, and Comprehensive Support Needs Assessment Initiative Key Business Objectives/Divisional Strategies		
Key Business Objectives	**Divisional Strategies**	**Benefit Classification**
All districts receiving comprehensive support will complete assessments and service plan by April 1st using a rigorous instructional review process to yield meaningful, actionable information for the purpose of developing plans for change.	1. Identify, train and launch a team to conduct instructional reviews that provide a detailed overall assessment of the condition of learning and teaching in the school/district. 2. Partner with Cambridge Education for staff training and quality assurance. 3. Write and share the instructional review with local districts and schools that are assessed to build collective understanding of current conditions and momentum for change. 4. Generate a list of strengths and areas to be addressed from information and data in the needs assessment. 5. Hire and place a "strong fit" District Transformation Coach in each identified district to assist in the development of a plan for change and a clear implementation map. In collaboration with each school within the district, align the plan for change to capitalize on strengths and define targeted strategies to address practices in need of improvement. 6. Define a clear and rigorous standard of quality for plan for change. 7. Collaborate with central office staff ad school level staff to ensure alignment among school plans and district plans. 8. Collaborate in the identification of metrics and indicators to monitor progress towards goals.	Not listed
All districts receiving comprehensive support will achieve their benchmark metrics as identified in their service plan.	1. Hire and place a "strong fit" district Transformation Coach in each identified district to broker services necessary for accomplishing goals. 2. Deploy Instructional Coaches to schools in the district to support the professional development necessary to implement the plan for change. 3. Monitor effectiveness of comprehensive support through surveys and focus groups to ensure the district staff believes the services being delivered by DPI are of high quality. 4. Strategically deploy school transformation coaches to coach individual principals or groups of principals.	Not Listed

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Key Business Objectives	Divisional Strategies	Benefit Classification
Facilitate the targeting of DPI resources to needs in transformation districts.	1. Operate strategic roundtable, Agency roundtable and regional roundtables to identify priority districts and to link DPI resources in those districts. 2. Provide a forum for discussion of needs to districts that are not targeted as transformation districts to reduce redundancy and gaps.	Not Listed

Federal Governmental Statutory /Compliance Mandates	State Governmental Statutory / Compliance Mandates	SBE Policies Aligned	SBE Goals Addressed
None known.	None known.	None known.	1.1, 2.4, 2.5, 5.3 ,5.4

Consolidated Federal Application (Lean Monitoring), SIP Document and Process Revisions, and Comprehensive Support Needs Assessment Initiative Risks

Risk Category	Description of Risk	Risk Factor
Not Listed	Not Listed	Not Listed

Application	Relationship with other Agency Initiatives/Projects	Relationship with Statewide Initiatives/Projects
Consolidated Federal App (Lean Monitoring) **SIP Document and Process Revisions** **Comprehensive Support Needs Assessment**	None Known.	None Known.

Consolidated Federal App (Lean Monitoring), SIP Document and Process Revisions, and Comprehensive Support Needs Assessment Initiative Estimated Budget Summary

Estimated Budget Categories	Amount	Estimated Budget Categories	Amount
Internal Resource Labor	$100,000	Training Expenses	$50,000
External (Contract) Resource Labor	$50,000	Technology Costs Hosting	$150,000
Direct Purchases Software	$500,000	Five Years Operations and Maintenance Expenses	$237,500 x 5 = $1,187,500
Direct Purchases Hardware	$100,000	Other	
Employee Expenses		**TOTAL**	**$2,137,500**

6. Principal Leadership Evaluation/Teacher Evaluation Initiative

Details are to be determined. Based on this being a state-wide effort similar to other previous DPI projects, the following table shows a very high level estimated cost for such a system.

Principal Leadership Evaluation/Teacher Evaluation Initiative			
Estimated Budget Categories	**Amount**	**Estimated Budget Categories**	**Amount**
Internal Resource Labor	$100,000	Training Expenses	$50,000
External (Contract) Resource Labor	$50,000	Technology Costs Hosting	$150,000
Direct Purchases Software	$500,000	Five Years Operations and Maintenance Expenses	$237,500 x 5 = $1,187,500
Direct Purchases Hardware	$100,000	Other	
Employee Expenses		TOTAL	**$2,137,500**

7. Alternative Regional Licensing Center Initiative

This project would be to assure adequate IT infrastructure/technology upfit is in place at this facility to service the needs of the DPI staff that would be housed there. Assuming a facility would be leased, the actual infrastructure costs would be part of the monthly rental fee. If a new building were to be constructed, it is assumed that State Construction would include the IT infrastructure costs in their total cost. Based on a similar recent project to equip the Textbook Warehouse to accommodate DPI staff, the estimated costs for this a PM's time to manage this project from a DPI perspective (only to assure our requirements were met and to provide oversight, guidance and acceptance from a DPI view) and any other resource time would be less than $50,000. Further details are to be determined.

Section 5 -Appendices

I. Summary of Governmental Statutory Requirements/SBE Goals/Objectives Fulfilled by Projects

Project Name	DCIO / Program Director	Applicable Business Goals	Federal / State Statutory Requirements	Applicable SBE Goals/ Objectives (See Pages 7- 8 for Reference)
NC Window of Information on Student Education (NC WISE)	John Wetsch	The NC WISE business goals are: 1. To be operational in all School districts in 08-09; 2. Deliver a high-quality system that is on time, within scope and budget, and with expected functionality; 3. Customer Response Help Desk Services - track number of calls coming in and being closed, evaluate areas of need for professional and/or recurring training. Identify potential root cause of incidents and present solution to clients; 4. Maintain high availability, fault tolerant, and secure computing resources; 5. Assure staff receives adequate training and staff development on current and emerging technologies that are aligned with DPI's technical architecture and technology planning; and 6. Improve timeliness and response to customer support activities.	FERPA; 34 CFR Part 99 Regulations NCGS 115C-12; NCGS 115C-438 NCSL 2005-414	1.2, 1.3, 2.1, 2.5, 4.3, 5.2, 5.3
Comprehensive Exceptional Children Accountability System (CECAS)S	Quentin Parker	The business goal is to enhance the current CECAS product with the required Federal mandates and business needs dealing with forms.	IDEA 2004 Re-authorization (2001) NCSL 2005-414	1.2, 1.3, 2.5, 3.2, 4.3, 5.3
Consolidated Federal Data Collection (CFD)	Ken Little	This project is part of an effort to streamline data collection and management. The business goal is reduce the number of hours spent collecting student data required for Federal reporting by implementing a web-based application that will be hosted in a shared APEX environment.	FERPA. NCLB, which includes McKinney Vento Act and all Title Programs Privacy Act NCGS 147-33 NCSL 2005-414	1.4, 5.1, 5.3
Grant Management System (GMS)	Ken Little	The goal is to purchase a Grant Management Tool that will allow Title I Program Managers the ability spend more time working to improve student achievement in schools and less time managing the process surrounding grants administration. This tool will eventually become the tool used to manage all grant programs within the Agency; however, for this project, Title I will be the first Federal grant program to utilize the tool from inception. Throughout the life of the product, the opportunity for other Business Units will be identified and a timeline will be established for transition from a paper application to an online application.	FERPA Privacy Act NCLB (2001) Title I Title V NCGS 147-33 NCSL 2005-414	2.3, 2.5, 5.1, 5.3
Consolidated Federal Monitoring (CFM)	Ken Little	This project supports the Lean Monitoring Approach. The purpose of comprehensive monitoring is to decrease the number of individual monitoring visits from DPI to the LEAs and to improve integration and alignment of all Federal programs. Currently, the monitoring instruments, checklists, and reports are provided to assist school districts and program representatives in preparing for the monitoring visit are prepared manually and distributed electronically through the Compensatory Education website. The business vision is to provide a web-based statewide interactive Federal Program Monitoring site that will provide online self-assessments, automatic notifications, online reviews, and printer friendly reports to ensure compliance with the Federal requirements.	FERPA Privacy Act NCLB (2001) NCGS 147-33 NCSL 2005-414	2.3, 2.5, 5.1, 5.3

Project Name	DCIO / Program Director	Applicable Business Goals	Federal / State Statutory Requirements	Applicable SBE Goals/ Objectives (See Pages 7- 8 for Reference)
Computerized Instructional Management System (CIMS)	Ken Little	The goal of this project is to pilot a web-based Computerized Instructional Management System that will improve curriculum instruction by tracking student performance data. CTE Support Services consultants will streamline current business practices to improve CTE test generation, CTE testing administration and management by replacing old technology with an online/web-based application that will interact with students, teachers and LEA administrators.	FERPA Privacy Act Perkins IV Act NCGS 147-33 NCSL 2005-414	1.2, 1.4, 2.1, 2.2, 2.5, 3.5, 4.2, 5.2
NC 1:1 Project	Rob Hines	The applicable business goals are as follows: 1. Provide teacher and principal professional development to help identified districts take advantage of 1:1 computing within their schools. This includes providing initial and on-going professional development for teachers and principals. 2. Enable adequate connectivity within the schools as needed. 3. Provide needed support staff in each of the 8 schools to ensure high-quality instruction using the resources provided by external organizations. 4. Provide funding for additional classroom tools at each school to help teachers and administrators provide better instruction to students. 5. Provide advice and guidance with respect to 1:1 policies including, but not limited to, student home use policies and acceptable use policies.	FERPA NCSL 2008-107	1.4, 2.1, 2.2, 2.5
Human Resource Management System (HRMS)	Ronda Jones	The Human Resource Management System (HRMS) is specifically designed to meet the human resource management needs of the public schools in North Carolina. The application accommodates the LEAs to complete Human Resource (HR) cycle, from the application process through hiring, employment, benefits, evaluation, and reporting. It integrates tightly with vendor-supplied payroll systems in use by LEAs, eliminating the need for redundant data entry and maintenance.	Privacy Act NCSL 2005-414	5.3
Licensure/Teacher Retention	Ronda Jones	The Licensure Section is responsible for examining credentials and issuing licenses that qualify individuals to seek employment as teachers, administrators and other special service personnel in North Carolina public schools. Recruitment and Retention aim to attract and maintain highly qualified teachers in NC.	NCLB NCSL 2005-414	2.4, 5.3
Legacy - Education Directory & Demographic Information Exchange (EDDIE)	Donna Roch	The business goals of this project are: 1. Reduce cost to support this application. 2. Reduce the extra technical components that this application utilizes.	NCSL 2005-414	2.5, 5.2
Legacy – School Insurance	Donna Roch	The business goals of this project are: 1. Replace application to support changing business requirements. 2. Reduce cost to support application.	NCSL 2005-414	5.1, 5.2, 5.3
Legacy – Career Education Technology (CTE) Analysis and Reporting System	Ken Little	The goal of this project is to develop a new computer software system for the process of collecting CTE data and generating the required reports. The process is to be performed daily, weekly, monthly, quarterly and/or annually depending upon the changing legislative requirements for each Federal and State funding program.	FERPA Privacy Act Perkins IV Act NCSL 2005-414	2.2, 2.5
Legacy – Grade Race and Sex (GRS)	Donna Roch	The business goal is to reduce cost to support application.	FEDERAL REGISTER NCSL 2005-414	2:2, 5:3
Legacy – Dropout Reporting and Analysis System	Ken Little	The goal of this project is to develop a new computer software system for the process of collecting and reporting Dropout data. The new software system will also look toward preventative analysis to evaluate potential risk factors such as absentee days, suspensions, grades and the like. Traditional users would be expanded to include school counselors to aid in dropout prevention programs by identifying students at risk.	FERPA Privacy Act NCGS 115C-12(27)	2.2, 2.5
Legacy – Academically / Intellectually Gifted (AIG) Headcount	Ken Little	The primary purpose of the AIG Headcount systems is to provide information to both the Federal and State government in order to receive monies for each Academically gifted Child. Children who are academically or intellectually gifted (AIG) and who have a Differentiated Education Plan (DEP) are counted as being Academically Gifted.	FERPA Privacy Act NCSL 2005-414	2.5

Project Name	DCIO / Program Director	Applicable Business Goals	Federal / State Statutory Requirements	Applicable SBE Goals/ Objectives (See Pages 7- 8 for Reference)
Legacy – Budget Allotments	Donna Roch	The goal of this project is to increase adaptability of application to changing business needs and reduce support costs.	Not Applicable	5.1, 5.2, 5.3
Legacy – Salary System	Donna Roch	The goal of this project is to reduce cost to support application.	Privacy Act NCSL 2005-414	5.1, 5.2, 5.3
Legacy – DCP/iDEA	Ken Little	The goal of this project is to develop a new computer software system for the process of collecting and reporting Career Technical Education post-assessment data.	FERPA Privacy Act Perkins IV Ac NCSL 2005-414t	2.2, 2.5
Statewide Connectivity Initiative (SCI) – Governance	Ed Chase	The goal of this project is to establish governance practices for the School Connectivity Initiative (SCI).	NCSL 2007-323 sec 7.28a-f	1.5, 5.2, 5.3
SCI – Establish K-12 Common Network	Ed Chase	The goal of this project is to establish common network for K-12.	NCSL 2007-323 sec 7.28a-f	1.5, 5.2, 5.3
SCI – Identify and Prioritize Core Services	Ed Chase	The goal of this project is to identify and prioritize core services to be offered on common network.	NCSL 2007-323 sec 7.28a-f	1.5, 5.2, 5.3
SCI – Technology Master Plan	Ed Chase	The goal of this project is to align DPI and LEA road map with SBE goals and objectives.	NCSL 2007-323 sec 7.28a-f	5.1, 5.2, 5.3, 5.4
SCI – Implement E-Rate Support Service	Ed Chase	The goal of this project is to establish E-Rate support for LEAs to assist with Federal e-rate filing requirements.	NCSL 2007-323 sec 7.28a-f	1.5, 5.2, 5.3
SCI – Implement NC DPI Network Engineering Support Service	Ed Chase	The goal of this project is to establish network engineering support for LEAs to assist in technology planning and alignment with Federal E-Rate filing requirements.	NCSL 2007-323 sec 7.28a-f	1.5, 5.2, 5.3
Common Education Data Analysis and Reporting System (CEDARS) – Unique Identifier for the Education Community (UID)	Annette Murphy/ Ben Comer	This project is part of the Common Education Data Analysis and Reporting System program (CEDARS). This project enables State, local and Federal policy makers and service providers to make decisions based upon high-quality data about students, staff, and other key educational inputs that might affect student achievement.	Enables DPI to meet various Federal and State reporting requirements, such as FEDERAL REGISTER, more efficiently and effectively, but there is no mandate that DPI develop CEDARS.	5.3
CEDARS – Core Data Warehouse	Annette Murphy/ Ben Comer	This project enables State, local and Federal policy makers and service providers to make decisions based upon high-quality data about students, staff, and other key educational inputs that might affect student achievement.	Enables DPI to meet various Federal and State reporting requirements, such as FEDERAL REGISTER, more efficiently and effectively, but there is no mandate that DPI develop CEDARS.	5.3
CEDARS – Enterprise Services	Annette Murphy/ Ben Comer	This project establish enterprise technology infrastructure that supports high data quality and efficient data management.	Enables DPI to meet various Federal and State reporting requirements, such as FEDERAL REGISTER, more efficiently and effectively, but there is no mandate that DPI develop CEDARS	5.3

Project Name	DCIO / Program Director	Applicable Business Goals	Federal / State Statutory Requirements	Applicable SBE Goals/ Objectives (See Pages 7- 8 for Reference)
CEDARS – Reporting	Annette Murphy/ Ben Comer	This project enables State, local and Federal policy makers and service providers to make decisions based upon high quality data about students, staff, and other key educational inputs that might affect student achievement.	Enables DPI to meet various Federal and State reporting requirements, such as FEDERAL REGISTER, more efficiently and effectively, but there is no mandate that DPI develop CEDARS	5.3
Data Collection, Validation, and Reporting (DCVR)	Ken Barbour	This project provides the database and associated applications to allow the collection, reporting, and validation of accountability data needed for EDFacts, ABC, and AYP compliance and reporting.	Privacy Act NCSL 2005-410 FEDERAL REGISTER NCLB ABC	1.2, 2.2, 2.5
Accountability, Basics, Control (ABC) Tools	Ken Barbour	This project provides the LEAs with access to accountability data for local reporting. This project provides the LEAs with a local mechanism for required State and Federal data submissions.	Privacy Act NCSL 2005-410 FEDERAL REGISTER NCLB ABC	1.2, 2.2, 2.5
WinScan	Ken Barbour	This project provides scanning of locally administered paper and pencil tests, local reporting, scaling and scoring of tests, and individual reports for parents and students.	Privacy Act NCSL 2005-410 FEDERAL REGISTER NCLB ABC	1.2, 2.2, 2.5
Child Nutrition Coordinated Review Effort (CRE)	Donna Roch	The purpose of this project is to ensure an automated system of compliance and monitoring reviews of the Federally- funded Child Nutrition Programs administered by NC DPI in a timely, efficient manner using guidelines set forth by the United States Department of Agriculture and the State of North Carolina. The Child Nutrition CRE System helps achieve these business goals: - Improve the current system with a new tool that meets NC State Technical Architecture guidelines. - Automate the annual CRE (Coordinated Review Effort) Reviews to improve accuracy and reduce costs.	Child Nutrition and WIC Reauthorization Act of 2004, Public Law 108-265, Section 126 Privacy Act NCSL 2005-410	3:3 , 5:3
Child Nutrition Direct Certification/ Verification (DCV)	Donna Roch	Through the implementation of an automated process the following goals will be achieved: 1. Significantly reduce manual matching at the 115 LEAs, 2. Improve the quality of the data in the matched information, 3. Automate Direct Verification to create a more efficient and accurate verification process, 4. Maximize the number of students in the Free and Reduced Meals program, and 5. Develop an automated web-based application that can be implemented in similar organizations.	Richard B. Russell National School Lunch Act, 79 Public Law 396, 60 Stat. 230 Privacy Act NCSL 2005-410	3.3, 5.3
Heat to Remedy Migration	Annette Murphy	This project provides reliable Incident Management ticketing system to support NC WISE and other DPI applications and services.	NCLB FEDERAL REGISTER Privacy Act NCSL 2005-410	5.3
J2EE Environment Refresh	Annette Murphy	This project provides ensures the continuous service of ABC's School Report Card, Child Nutrition and other J2EE-based reporting to our public.	Child Nutrition and WIC Reauthorization Act of 2004, Public Law 108-265, Section 126 ABC Privacy Act NCSL 2005-410	5.3
NetView and Systems Network Architecture (SNA) Migration	Annette Murphy	This project provides ensures the continuous service financial data transfer between DPI and LEAs.	NCLB FEDERAL REGISTER Privacy Act NCSL 2005-410	5.3

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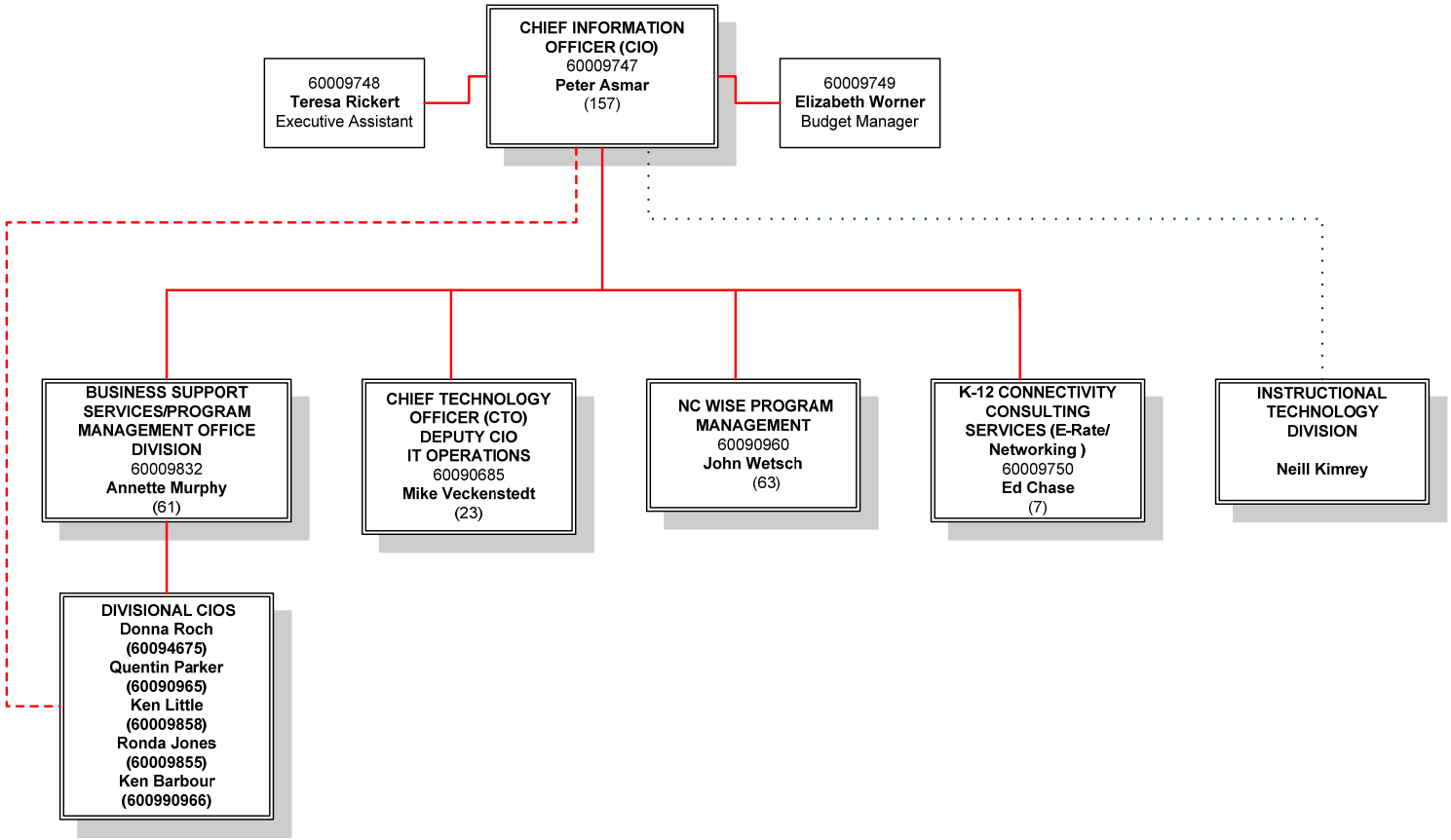
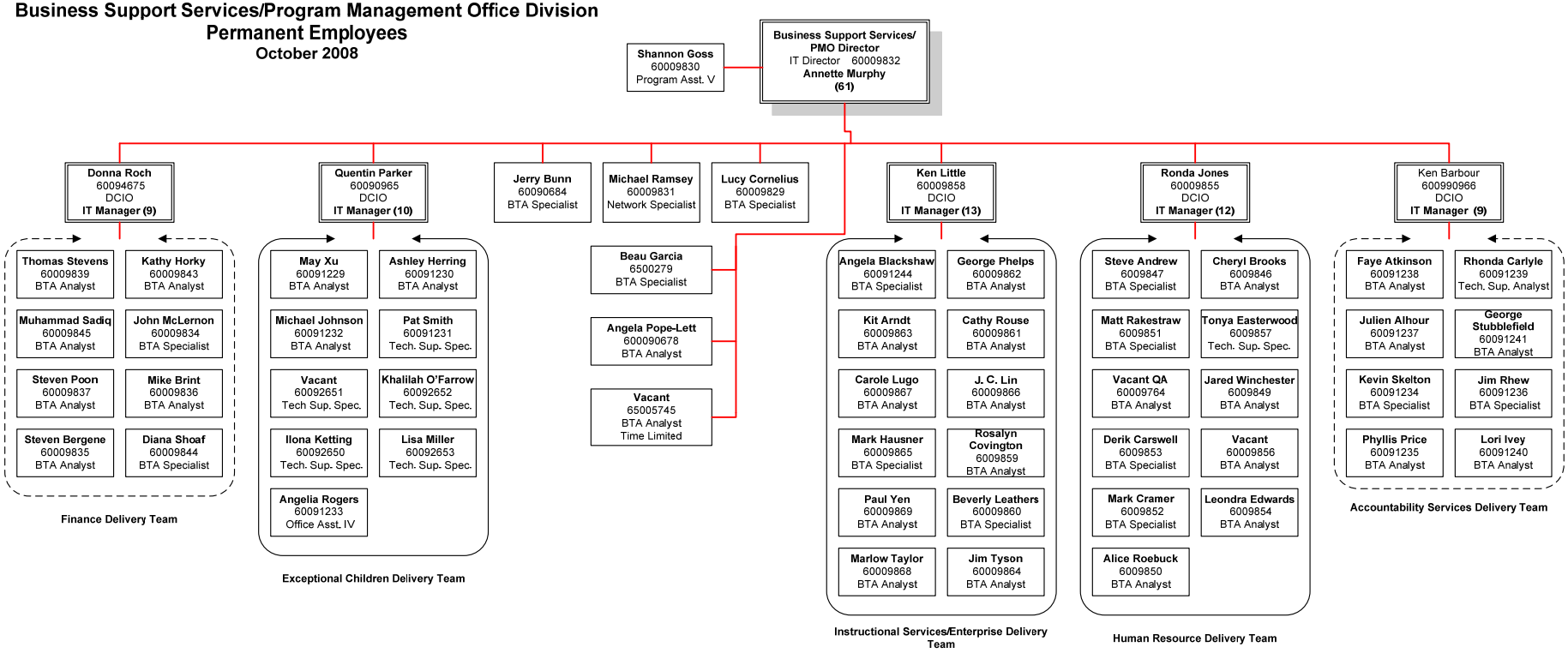
Project Name	DCIO / Program Director	Applicable Business Goals	Federal / State Statutory Requirements	Applicable SBE Goals/ Objectives (See Pages 7- 8 for Reference)
Textbook Warehouse Technology Upfit	Annette Murphy	This project will result in additional office space for the Comprehensive Support Division.	Executive Order NCLB Privacy Act NCSL 2005-410	5.3
Authentication/ Integration with NC ID (Single Sign-On) including LEAs using NCID (NC K-12 Environment)	Annette Murphy	Provides a standardized, single point of authentication for all Agency applications and increases information access security.	Privacy Act NCSL 2005-410	5.3
Online Testing Irregularity Submission System (OTISS) – NC ID Integration	Ken Barbour	This project automates the reporting, submission, workflow management, tracking and archiving of testing irregularities. This project allows LEAs to log into the OTISS system utilizing the NCID system which is required for statewide implementation.	NCLB ABC Privacy Act NCSL 2005-410	2.2, 5.4
Grade 7 Online Writing Pilot	Ken Barbour	This project provides a mechanism for students to submit writing projects online and for teachers to grade the writing projects online. In addition, the system provides training modules online and a centralized collection of writing scores.	NCLB ABC Privacy Act NCSL 2005-410	1.2, 2.2, 5.3

II. Technology Services Organizational Charts

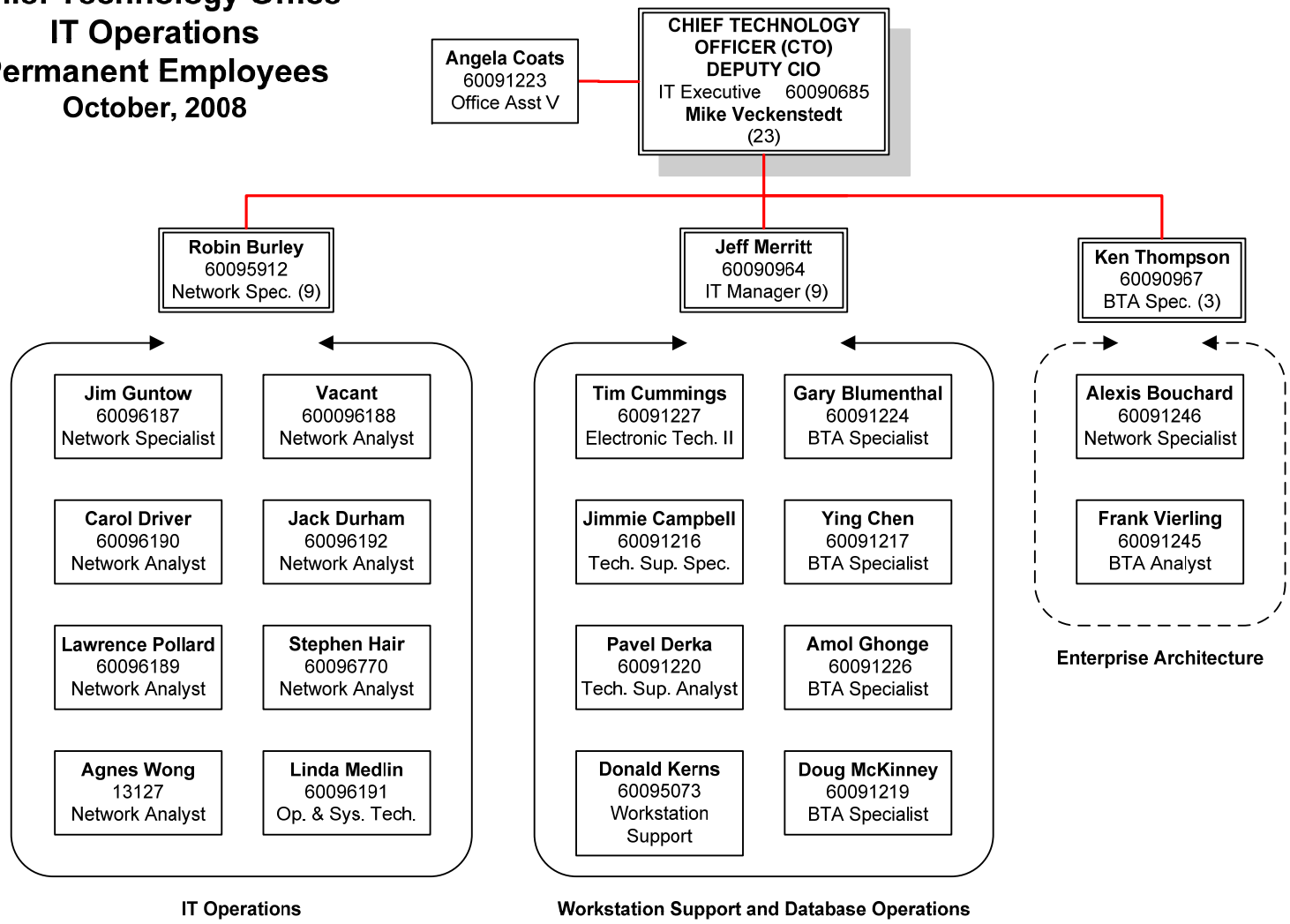
NC Department of Public Instruction
Technology Services Area
Permanent Employees
October 2008



Business Support Services/Program Management Office Division
Permanent Employees
October 2008

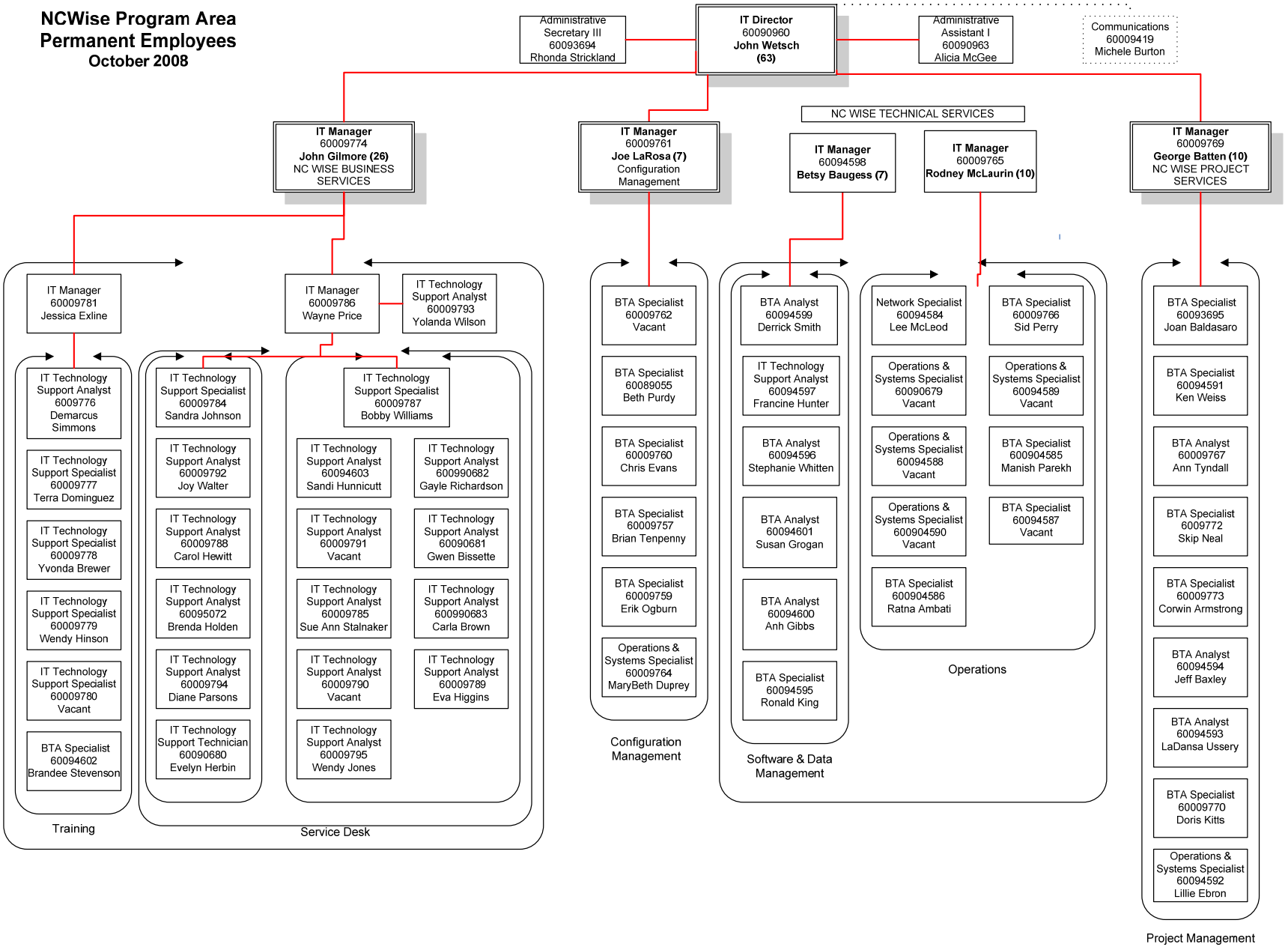


Chief Technology Office
IT Operations
Permanent Employees
October, 2008

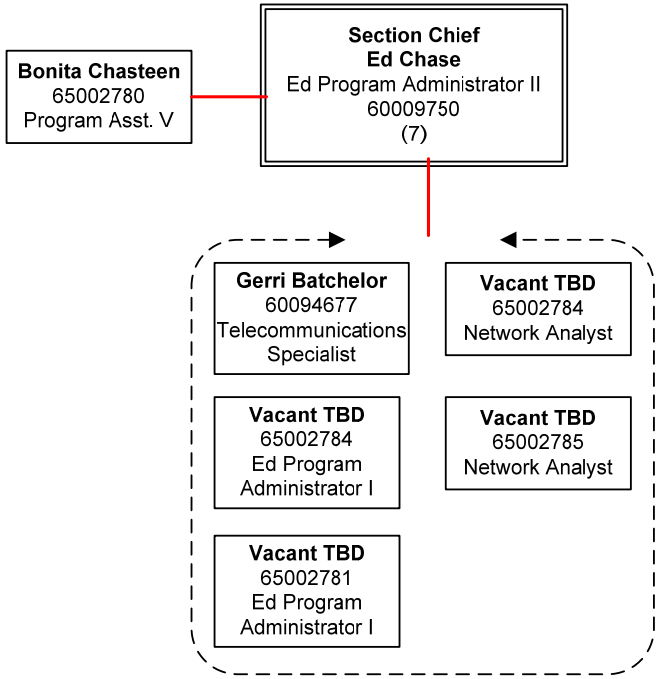


2008 NC Department of Public Instruction
Agency IT Plan

NCWise Program Area
Permanent Employees
October 2008



Technology Services Area
K-12 Connectivity Consulting Services Section
Permanent Employees
October 2008



III. Application Portfolio Management (APM) Supporting Data

Application Name	Hardware Platform	Business Rules Tier	Application Criticality	Hardware Location	2008	2009	2010	2011	2012	2013
2020	Server	Other	Non-Critical	NCDPI DC	Maintain	Maintain	Maintain	Maintain	Maintain	Maintain
ABC Tools Online	APEX	APEX	Statewide Critical	NCDPI DC	Enhance	Maintain	Maintain	Maintain	Maintain	Maintain
ABC Tools Registration	APEX	APEX	Non-Critical	NCDPI DC	Maintain	Maintain	Maintain	Maintain	Maintain	Maintain
ABC Tools	Desktop	Other	Statewide Critical	NCDPI Desktop	Maintain	Maintain	Maintain	Maintain	Maintain	Maintain
ABCs Reporting	Server	Java	Dept. Critical	ITS EDC	Maintain	Maintain	Maintain	Maintain	Maintain	Maintain
Accountability Tool	APEX	APEX	Dept. Critical	NCDPI DC	Enhance	Maintain	Maintain	Maintain	Maintain	Maintain
Agency Personnel DPI	Midrange	COBOL	Dept. Critical	NCDPI DC	Maintain	Retire				
AMTR Media and Tech Survey	Server	VB	Dept. Critical	NCDPI DC	Maintain	Maintain	Maintain	Maintain	Maintain	Maintain
AT Status	Server	VB	Dept. Critical	NCDPI DC	Replace	Retire				
BUD at LEAs	Midrange	COBOL	Dept. Critical	LEA	Maintain	Maintain	Maintain	Maintain	Maintain	Maintain
Budget Allotments	Desktop	FOCUS	Dept. Critical	NCDPI Desktop	Maintain	Maintain	Maintain	Maintain	Maintain	Maintain
Budget Status Reports	Mainframe	Other	Dept. Critical	NCDPI DC	Maintain	Maintain	Replace			
Byrd	Server	PowerBuilder	Program Critical	NCDPI DC	Maintain	Maintain	Maintain	Maintain	Maintain	Maintain
Career Technical Education Reporting and Analysis System	APEX	APEX	Non-Critical	ITS EDC	Maintain	Maintain	Maintain	Maintain	Maintain	Maintain
Cash Management	Mainframe	COBOL	Statewide Critical	ITS EDC	Maintain	Maintain	Maintain	Maintain	Maintain	Maintain
Central Office SIMS	Midrange	COBOL	Statewide Critical	LEA	Maintain	Replace				
Change Password Database	Midrange	Other	Non-Critical	NCDPI DC	Maintain	Maintain	Maintain	Maintain	Maintain	Maintain
Charter School Process	Server	C#	Dept. Critical	Charter Schools & NCDPI DC	Maintain	Maintain	Maintain	Maintain	Maintain	Maintain
Child Nutrition Application and Claims Processing	Server	.NET	Dept. Critical	ITS EDC	Maintain	Maintain	Maintain	Maintain	Maintain	Maintain
Child Nutrition Reporting	Server	Java	Statewide Critical	ITS EDC	Maintain	Retire				
Common Follow-Up	Mainframe	COBOL	Dept. Critical	ITS EDC	Maintain	Maintain	Maintain	Maintain	Maintain	Maintain
Comprehensive Exceptional Children Accountability System (CECAS)	Server	Other	Statewide Critical	ITS EDC	Enhance	Enhance	Replace			
Comprehensive Support Intranet Site	APEX	APEX	Non-Critical	ITS EDC	TBD	TBD	TBD	TBD	TBD	TBD
DCVR	Server	Other	Statewide Critical	NCDPI DC	Maintain	Maintain	Maintain	Maintain	Maintain	Maintain
Disciplinary Data Collection	Server	Java	Dept. Critical	ITS EDC	Maintain	Maintain	Retire			
DPI Intranet	Server	Other	Non-Critical	NCDPI DC	Maintain	Maintain	Maintain	Maintain	Maintain	Maintain
DPI Security	Server	VB	Statewide Critical	NCDPI DC	Maintain	Maintain	Maintain	Maintain	Maintain	Maintain
DPI UERS Send	Mainframe	COBOL	Program Critical	ITS EDC	Maintain	Maintain	Maintain	Maintain	Maintain	Maintain
Dropout	Mainframe	VB	Statewide Critical	ITS EDC	Maintain	Replace				
Duplicating	Desktop	VB	Non-Critical	NCDPI Desktop	Maintain	Maintain	Maintain	Maintain	Maintain	Maintain
Easysoft (Child Nutrition)	Server	VB	Statewide Critical	NCDPI DC	Maintain	Maintain	Maintain	Maintain	Maintain	Maintain
EC Grants	Midrange	Other	Dept. Critical	NCDPI DC	Maintain	Maintain	Replace			

Application Name	Hardware Platform	Business Rules Tier	Application Criticality	Hardware Location	2008	2009	2010	2011	2012	2013
EC Workshops Institute	Server	VB	Non-Critical	NCDPI DC	Maintain	Maintain	Maintain	Maintain	Maintain	Maintain
Edmail	Server	DTS	Non-Critical	NCDPI DC	Maintain	Maintain	Maintain	Maintain	Maintain	Maintain
EDS Verification System	Server	Other	Program Critical	NCDPI DC	Maintain	Maintain	Maintain	Maintain	Maintain	Maintain
Education Directory and Demographical Information Exchange	APEX	APEX	Statewide Critical	ITS EDC	Maintain	Maintain	Maintain	Maintain	Maintain	Maintain
Ensure Audit	Server	Other	Non-Critical	ITS EDC	Maintain	Maintain	Maintain	Maintain	Maintain	Maintain
E-RATE	Server	Other	Statewide Critical	NCDPI DC	Maintain	Maintain	Maintain	Maintain	Maintain	Maintain
eTIPS	Server	Other	Statewide Critical	NCDPI DC	Maintain	Maintain	Maintain	Maintain	Maintain	Maintain
External GL	Mainframe	COBOL	Dept. Critical	ITS EDC	Maintain	Maintain	Maintain	Maintain	Maintain	Maintain
Federal Data Collection- LEP, Immigrant, SES, PSChoice, Homeless	Server	VB	Program Critical	NCDPI DC	Maintain	Maintain	Maintain	Maintain	Maintain	Maintain
GForge	Server	Other	Dept. Critical	NCDPI DC	Maintain	Maintain	Maintain	Maintain	Maintain	Maintain
Govenor's School	Server	VB	Dept. Critical	NCDPI DC	Maintain	Maintain	Maintain	Maintain	Maintain	Maintain
Grade Race and Sex	Mainframe	COBOL	Program Critical	NCDPI DC	Maintain	Maintain	Maintain	Maintain	Maintain	Maintain
Graduate Intention Survey	Server	Other	Dept. Critical	NCDPI DC	Maintain	Maintain	Maintain	Maintain	Maintain	Maintain
Graduate Survey	APEX	APEX	Program Critical	NCDPI DC	Maintain	Maintain	Maintain	Maintain	Maintain	Maintain
Groupwise Suite	Server	Other	Dept. Critical	NCDPI DC	Maintain	Maintain	Maintain	Maintain	Maintain	Maintain
HEAT Administrator	Desktop	Other	Dept. Critical	NCDPI Desktop	Maintain	Maintain	Maintain	Maintain	Maintain	Maintain
Hope Scholarship	Mainframe	COBOL	Dept. Critical	ITS EDC	Maintain	Maintain	Maintain	Maintain	Maintain	Maintain
Human Resource Management System (HRMS)	Midrange	LotusScript	Statewide Critical	NCDPI DC & LEA	Maintain	Enhance	Enhance	Maintain	Maintain	Maintain
IDEA - Vocats Web Site	Server	VB	Dept. Critical	NCDPI DC	Maintain	Maintain	Replace			
ILP DPI	Server	VB	Statewide Critical	NCDPI DC	Maintain	Maintain	Maintain	Maintain	Maintain	Maintain
Information Access System	Server	Easytrieve Plus	Non-Critical	NCDPI DC	Maintain	Maintain	Maintain	Maintain	Maintain	Maintain
IRM (Internal BUD at DPI)	Midrange	COBOL	Dept. Critical	NCDPI DC	Maintain	Maintain	Maintain	Maintain	Maintain	Maintain
LEA Bank Recon	Mainframe	COBOL	Program Critical	ITS EDC	Maintain	Maintain	Maintain	Maintain	Maintain	Maintain
Learn and Earn Enrollment Verification	APEX	APEX	Program Critical	NCDPI DC	Maintain	Maintain	Maintain	Maintain	Maintain	Maintain
Legato Networker	Server	Other	Non-Critical	ITS EDC	Maintain	Maintain	Maintain	Maintain	Maintain	Maintain
Licensure	Server	Other	Non-Critical	ITS EDC	Maintain	Maintain	Maintain	Maintain	Maintain	Maintain
Licensure Imaging	Midrange	Other	Dept. Critical	NCDPI DC	Consol.					
Licensure Indexing	Server	VB	Dept. Critical	NCDPI DC	Maintain	Maintain	Maintain	Maintain	Maintain	Maintain
Licensure Management System	Desktop	VB	Statewide Critical	NCDPI Desktop	Maintain	Maintain	Maintain	Maintain	Maintain	Maintain
Licensure Revocation	Server	VB	Statewide Critical	NCDPI DC	Maintain	Maintain	Maintain	Maintain	Maintain	Maintain
Licensure SSN Delete	Server	VB	Dept. Critical	NCDPI DC	Maintain	Maintain	Maintain	Maintain	Maintain	Maintain
Lic-Sal Web Site	Server	VB	Statewide Critical	NCDPI DC	Consol.					
Limited English Proficiency Survey (LEP Survey)	Server	Other	Non-Critical	ITS EDC	Maintain	Maintain	Maintain	Maintain	Maintain	Maintain
LPS CTE	Midrange	Other	Dept. Critical	NCDPI DC	Maintain	Maintain	Replace			
Lyris List Server	Server	Other	Statewide Critical	NCDPI DC	Maintain	Maintain	Maintain	Maintain	Maintain	Maintain
Match Count1	APEX	APEX	Non-Critical	ITS EDC	TBD	TBD	TBD	TBD	TBD	TBD

Application Name	Hardware Platform	Business Rules Tier	Application Criticality	Hardware Location	2008	2009	2010	2011	2012	2013
Meetings	APEX	APEX	Non-Critical	ITS EDC	TBD	TBD	TBD	TBD	TBD	TBD
MFR/AFR	Mainframe	COBOL	Dept. Critical	ITS EDC	Maintain	Maintain	Maintain	Maintain	Maintain	Maintain
MIS 2000	Desktop	Other	Program Critical	NCDPI Desktop	Maintain	Maintain	Maintain	Maintain	Maintain	Maintain
NBPTS DPI	Server	VB	Statewide Critical	NCDPI DC	Maintain	Maintain	Maintain	Maintain	Maintain	Maintain
NC CEDARS - Reporting	Server	Other	Dept. Critical	ITS EDC	Maintain	Maintain	Maintain	Maintain	Maintain	Maintain
NC WISE Training Registration and Administration	APEX	APEX	Non-Critical	ITS EDC	Maintain	Maintain	Maintain	Maintain	Maintain	Maintain
NCAS Cognos Reporting	Mainframe	COBOL	Statewide Critical	ITS EDC	Maintain	Maintain	Maintain	Maintain	Maintain	Maintain
NCAS Internal Accounting System	Mainframe	COBOL	Statewide Critical	ITS EDC	Maintain	Maintain	Maintain	Maintain	Maintain	Maintain
NCWISE	Server	Other	Statewide Critical	ITS EDC	Maintain	Maintain	Enhance	Maintain	Maintain	Maintain
NCWISE OWL	Server	Other	Non-Critical	NCDPI DC	Maintain	Maintain	Maintain	Maintain	Maintain	Maintain
NCWISE Train Test	APEX	APEX	Non-Critical	ITS EDC	TBD	TBD	TBD	TBD	TBD	TBD
Non Public Teaching Experience Credit	Server	VB	Statewide Critical	NCDPI DC	Maintain	Maintain	Maintain	Maintain	Maintain	Maintain
OTISS	APEX	APEX	Statewide Critical	NCDPI DC	Enhance	Maintain	Maintain	Maintain	Maintain	Maintain
Parking Calendar (Shareaspace)	APEX	APEX	Non-Critical	NCDPI DC	Maintain	Maintain	Maintain	Maintain	Maintain	Maintain
Prezell	Server	Other	Statewide Critical	NCDPI DC	Maintain	Maintain	Maintain	Maintain	Maintain	Maintain
Principals Monthly Report	Mainframe	COBOL	Dept. Critical	ITS EDC	Maintain	Maintain	Maintain	Maintain	Maintain	Maintain
Professional Personnel Activity Report (PPAR)	Mainframe	COBOL	Dept. Critical	ITS EDC	Replace	Maintain	Maintain	Maintain	Maintain	Maintain
Property Insurance Loss	Server	FOCUS	Statewide Critical	NCDPI DC	Maintain	Maintain	Maintain	Maintain	Maintain	Maintain
Property Insurance Policy	Server	FOCUS	Statewide Critical	NCDPI DC	Maintain	Maintain	Maintain	Maintain	Maintain	Maintain
Replicon Web Timesheet	Server	Other	Dept. Critical	Vendor Location	Maintain	Maintain	Maintain	Maintain	Maintain	Maintain
Ringsphere	Server	Other	Dept. Critical	ITS EDC	Maintain	Maintain	Maintain	Maintain	Maintain	Maintain
Salary System	Server	VB	Dept. Critical	NCDPI DC	Maintain	Maintain	Maintain	Maintain	Maintain	Maintain
SBE Future Agendas	Mainframe	Other	Dept. Critical	NCDPI DC	Maintain	Maintain	Maintain	Maintain	Maintain	Maintain
SBE Policy Manual	Server	VB	Dept. Critical	NCDPI DC	Maintain	Enhance	Maintain	Maintain	Maintain	Maintain
School Activity Report	Mainframe	COBOL	Dept. Critical	ITS EDC	Maintain	Maintain	Maintain	Maintain	Maintain	Maintain
School Bus Surplus	Midrange	COBOL	Program Critical	NCDPI DC	Maintain	Maintain	Maintain	Maintain	Maintain	Maintain
School Membership	APEX	APEX	Non-Critical	ITS EDC	TBD	TBD	TBD	TBD	TBD	TBD
School Report Card	Server	Java	Dept. Critical	ITS EDC	Enhance	Enhance	Maintain	Maintain	Maintain	Maintain
Senate Bill 2	Desktop	VB	Dept. Critical	NCDPI Desktop	Maintain	Enhance	Maintain	Maintain	Maintain	Maintain
SIMS	Desktop	DBASE II	Statewide Critical	Individual School Facility	Replace	Replace				
SNA	Midrange	COBOL	Dept. Critical	NCDPI DC & ITS EDC	Maintain	Replace				
TCS	Server	VB	Non-Critical	NCDPI DC	Maintain	Maintain	Maintain	Maintain	Maintain	Maintain
Teach4NC Website	Server	Other	Dept. Critical	NCDPI DC	Maintain	Maintain	Maintain	Maintain	Maintain	Maintain
Technology Funds	APEX	APEX	Non-Critical	ITS EDC	TBD	TBD	TBD	TBD	TBD	TBD
Technology Planning Services Website	Server	Other	Program Critical	NCDPI DC	Maintain	Maintain	Maintain	Maintain	Maintain	Maintain
Timesheets DPI	Midrange	COBOL	Dept. Critical	NCDPI DC	Maintain	Replace				
TIMS (Transportation Information Management System)	Desktop	Other	Statewide Critical	NCDPI Desktop	Maintain	Maintain	Maintain	Maintain	Maintain	Maintain

Application Name	Hardware Platform	Business Rules Tier	Application Criticality	Hardware Location	2008	2009	2010	2011	2012	2013
TOPS	Server	Other	Program Critical	NCSU Computing	Maintain	Maintain	Maintain	Maintain	Maintain	Maintain
Training.dpi.state.nc.us	Server	VB	Non-Critical	NCDPI DC	Maintain	Maintain	Maintain	Maintain	Maintain	Maintain
UERS	Mainframe	COBOL	Program Critical	ITS EDC	Maintain	Maintain	Maintain	Maintain	Maintain	Maintain
Voc Ed - Civil Rights	Mainframe	Other	Statewide Critical	ITS EDC	Consol.					
Voc Ed - Civilian Labor/Youth Unemployment	Desktop	Other	Statewide Critical	NCDPI Desktop	Consol.					
Voc Ed - Employer Feedback/Follow-up	Mainframe	Other	Statewide Critical	NCDPI DC & ITS EDC	Retire					
Voc Ed - Enrollment	Mainframe	Other	Statewide Critical	NCDPI DC & ITS EDC	Consol.					
Voc Ed - Performance Standards	Mainframe	Other	Statewide Critical	NCDPI DC & ITS EDC	Consol.					
Voc Ed - Student Follow-up	Mainframe	Other	Statewide Critical	NCDPI DC & ITS EDC	Consol.					
WinScan	Desktop	Other	Statewide Critical	NCDPI Desktop	Maintain	Maintain	Maintain	Maintain	Maintain	Maintain